



**Detroit: Why
The Survivors
Will Prosper**

**Joe Klein: Why
It's High Time to
Legalize Pot**



**The Tragic Tales
Of Army Recruiter
Suicides**

TIME

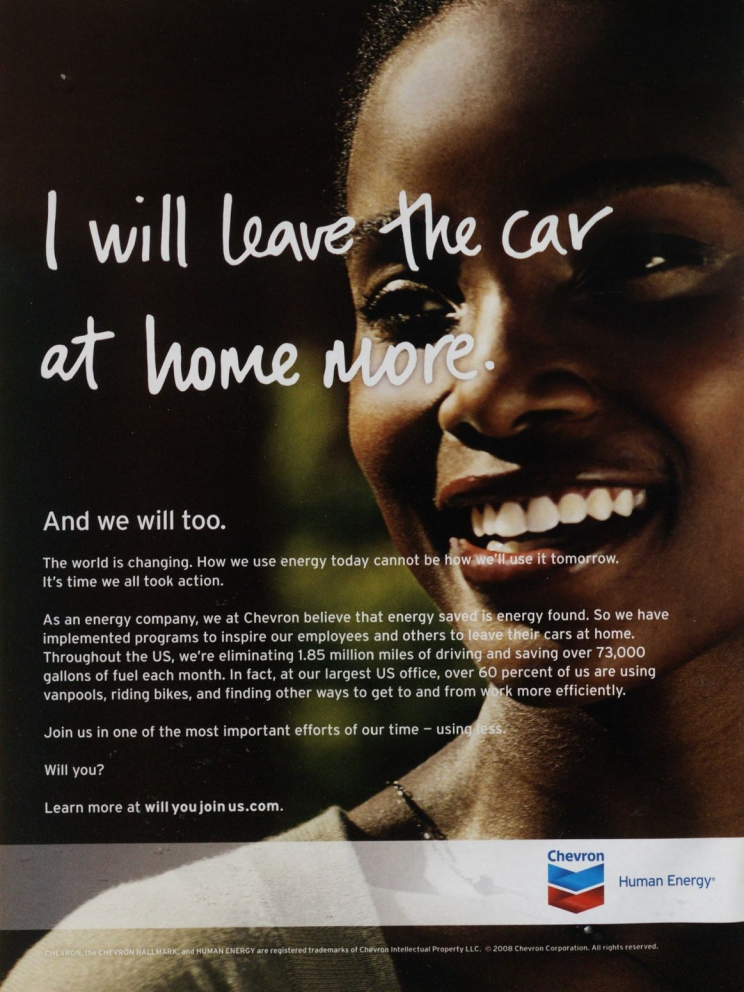
SPECIAL ENVIRONMENT ISSUE

Vanishing Act

How
Climate Change
Is Causing
A New Age
Of Extinction

BY BRYAN WALSH

Sumatran Tiger
Population:
Fewer than 600



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Human Energy®

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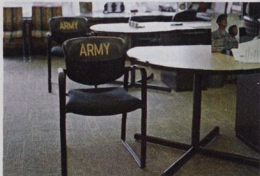
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On the cover: Photo-Illustration for TIME by Arthur Hochstein. Tiger: San Diego Zoo/Minden Pictures. Insets, from left: General Motors; Ashley Gilbertson for TIME

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To Our Readers

Life Cycle.

A special issue tracks the planet's vanishing animal species, the science of change and the plight of America's military recruiters

PRETTY NEARLY ALL THE ANIMAL SPECIES that existed during Earth's history are gone. There may be at least 8 million species of life on the planet right now, but there are many millions more that exist only as fossils or in the mind's eye of zoologists. In this week's cover story for our annual Environment issue, Bryan Walsh writes that there have been five great waves of extinction in the planet's history—the most recent being 65 million years ago when the dinosaurs bit the dust. Now, he suggests, we may be entering the sixth. Some 1 in 4 mammals are under threat, and conservationists estimate that the pace of extinction is up to 1,000 times as great as it was before humans walked the earth. The great difference this time is that the cause is man-made. Climate change, according to some conservationists, could contribute to the dying out of 20% to 30% of all species on Earth before the end of the century.

Bryan's story grew out of a trip he took to the African nation of Madagascar last year. Madagascar is a living museum of animal diversity, a country the size of France that may have as many as 5% of all the species on Earth. But it is also an ecological "hot spot,"—a place of extreme biodiversity that is under great threat. Bryan was accompanied by primatologist Russell Mittermeier, who is president of Conservation International, one of the world's best-known wildlife-preservation groups. It is helping Madagascar grow an ecotourism industry that will help save not only the animals but also the people of that desperately poor and politically troubled nation. Saving animal species and changing the lives of people go hand in hand. As

Bryan notes, we're animals too, and the more species living in an ecosystem, the healthier it is for all of us.

SPEAKING OF CHANGE, I RECOMMEND Michael Grunwald's fascinating and exclusive story about how the President and his team are using behavioral science to facilitate change in America. Their strategy is based on the idea that social science can guide people to make better and healthier choices for themselves, whether it means buying that long-lasting light-bulb or shunning that Twinkie. Facilitating change harnesses some principles that behavioral scientists have known for decades: we're a lot more irrational than we realize; we avoid pain more than we seek comfort; we tend to stick with the status quo; and we like to conform with our peers. Michael got interested in this idea when he was reporting his January cover story on energy efficiency. He later discovered that during Obama's



Closer looks Grunwald, left, delves into the science of change, while Thompson details the woes of Army recruiters

election effort, there was a secret consortium of the nation's leading behaviorists who were advising the campaign. Now the Administration boasts a number of senior members—including Budget Director Peter Orszag and regulatory-czar nominee Cass Sunstein—who are using these ideas to help change the economy and our behavior.

FINALLY, SIT DOWN WITH OUR MILITARY correspondent Mark Thompson's moving and powerful piece about the hard life of Army recruiters. Their job is one of the most stressful in the military: the number of recruiters who killed themselves last year was triple the overall Army rate. Mark details the tragic suicides of four members of a Texas battalion—men who had fought and survived the wars in Afghanistan and Iraq but were unable to handle the often brutal and unnecessary requirements of being a recruiter here at home. Mark's story is a morality tale about another hidden cost of those wars—the toll on those trying to persuade others to serve. As Mark makes clear, we have to reform the way the Army finds new soldiers; the current system is unfair to both the recruiters and those they recruit.



Mad for Madagascar Writer Walsh, right, holds a Parson's chameleon; primatologist Mittermeier, below, with a ruffed lemur



Pick

Richard Stengel, MANAGING EDITOR

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10 Questions. The SNL alum stars in the new TV comedy *Parks and Recreation*. Amy Poehler will now take your questions



Next Questions

Ask Dara Torres your questions for an upcoming interview at time.com/10questions

Who was the most difficult to impersonate during your time on *Saturday Night Live*?

Zachary Houpp
FLEETWOOD, PA.

I'm not very good at impersonations. If it was superdifficult, it was probably not done by me. One time I had to play Julia Roberts, and I do not look like Julia Roberts. I wish I did. I didn't really have a take on her. There really wasn't much to do. I think I just laughed a lot. I apologize, Julia.

Should there be term limits for SNL cast members?

Andrew Smith
CALGARY, ALTA.

I wouldn't put limits on anyone's experience. Everybody has their own subjective journey on that show, so everyone has to decide when is the time to come and stay and go. Lorne Michaels is an incredibly loyal and supportive producer. It's a pretty hard job to leave.

How hard was it to transition from SNL to your new show?

Megan Butterworth
SANDPOINT, IDAHO

It was a great problem to have. I had spent 7½ seasons on SNL and was really looking forward to trying something new. I was lucky to be able to have such a great thing to go to.

Will fans of *The Office* like *Parks and Recreation*?

Ronny Thompson, BALTIMORE
Yes, they will, Ronny. Although the mockumentary style certainly did not start with the American version of *The Office*, that part will seem familiar. Other than that, it's a whole new cast of characters and a completely



AMY POEHLER
LOVES PANCAKES FOR DINNER!

different world. I'm a huge fan of *The Office*, so hopefully it's as funny.

Are there any comedians you'd like to work with in the future?

Ansley Hayes, DALLAS
Phyllis Diller. I want us to do a road comedy together. And she drives. It would be called *Crazy Grandma at the Wheel*, and I would be a next-door neighbor she kidnaps because she's gotta get money to put down on a house in Florida. At the very end, we hold hands and we drive off a cliff. And there's a lot of sex scenes for both of us.

Why did you want to launch *Smart Girls at the Party*, your new Web series?

Elizabeth Chan, CHICAGO

It's a talk show for young girls. We wanted to do something to show real, regular girls and what they're interested in. What better way to find that out than to ask them very serious, hard-hitting questions like "Which do you believe exist: unicorns or fairies?"

Did you pick up any motherhood dos and don'ts from your roles in movies like *Mean Girls* or *Baby Mama*?

Michelle Rotuno-Johnson
CINCINNATI, OHIO
I think I would be in real trouble if I learned mothering tips from either of those movies. There was a joke in *Baby Mama* where there was a stroller that, when it hit something, little air bags would come out. I do want one of those.

Will the recession result in a higher demand for comedy?

Yaara Tal, HERZLIYA, ISRAEL
I tell you what'll be a great recession comedy: *Crazy Grandma at the Wheel*. The movie's only going to cost \$5. That's my new thing. All my new films are going to cost \$5, or \$2 if you bring your own beer. Then we just do one a month, and you'll have *Crazy Grandma at the Wheel* No. 12 in theaters next July. That's the kind of stuff I'm going to be working on to fight this recession.

How are sites like YouTube and Hulu changing TV comedy?

Brooks Demard, DALLAS
It's inevitable that eventually we're going to be watching everything on our computers, if we aren't already. For people to be able to access your show in any way is a good thing. You can't fight that progress.

Do you have any advice for people who aren't naturally funny?

Antonio Lucca, VENICE
Be whoever you are. It doesn't matter if you're not naturally funny. Who cares? To be around funny people all the time is kind of exhausting. Sometimes you want to have an actual conversation. Antonio sounds like he would be able to describe to me various types of cured meats and cheeses or the best place to get a fresh piece of pasta. So I say don't worry about it. ■



VIDEO AT TIME.COM

To watch a video interview with Amy Poehler and subscribe to the 10 Questions podcast on iTunes, go to time.com/10questions



LEADERS													
HOLE	1	2	3	4	5	6	7	8	9	10	11	12	13
PAR	4	5	4	3	4	3	4	5	4	4	4	3	5
JIMMIE LEE	8	8	8	8	8	8	8	8	8	8	8	8	8
SNIEDEKER	8	8	8	8	8	8	8	8	8	8	8	8	8
FLEISCH	8	8	8	8	8	8	8	8	8	8	8	8	8
JIMMIE LEE	3	3	3	3	4	4	2	2	2	2	2	2	2
WOODS	5	5	5	4	5	5	5	5	4	5	5	4	5
CINK	5	5	5	5	5	5	5	5	4	3	2	2	2
KARLSSON	1	1	2	2	2	2	1	1	1	1	1	1	1
HARRINGTON	2	3	4	4	4	4	4	4	3	3	2	2	2
ROMO	2	2	2	2	2	2	2	2	2	2	1	1	1
MICKELSON	2	2	2	1	1	1	1	2	2	2	2	1	2



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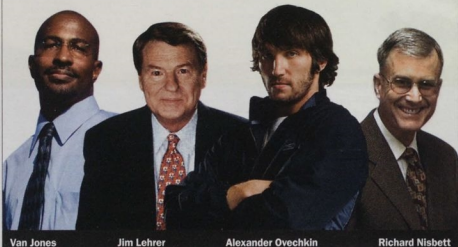
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The TIME 100. To help select the world's most influential people, four previous honorees offer their nominations when asked, **Who should be on this year's list?**



Van Jones

Jim Lehrer

Alexander Ovechkin

Richard Nisbett

Leonardo DiCaprio

A committed environmentalist, the actor and producer was most recently in Revolutionary Road



By fusing economic opportunity and social justice with climate change, **Van Jones** is working to build pathways out of poverty through the creation of green jobs. He is the perfect person to help redefine our country's perception of what it means to be green.

Bill James

The baseball historian and statistician has enlightened fans about sabermetrics



My nominee is **Jim Lehrer**. Not only has he been anchor for many years of a news program that actually cultivates respect from its viewers but Lehrer is also the author of many books, including a long series of quiet, dignified and compelling novels.

Jerry Bruckheimer

He is the executive producer of the Emmy Award-winning reality show The Amazing Race



At 23, **Alexander Ovechkin** is already the Iron Man of the NHL, having played in 203 consecutive games. The leading goal scorer last year, Ovechkin has re-vitalized hockey in our nation's capital. What makes him great is his pure, heroic genius on the rink.

Malcolm Gladwell

Outliers is the most recent book by the best-selling author of Blink and The Tipping Point



Richard Nisbett's *Intelligence and How to Get It: Why Schools and Cultures Count* is a devastating and persuasive refutation of all those who believe intellectual ability is fixed at birth. Few Americans have done as much to deepen our understanding of what it means to be human.



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Postcard: Rangoon. A visit to Burma reveals a people's hope for the future amid life under tyranny. Out of the darkness, a sliver of light

BY HANNAH BEECH

Global Dispatch
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SOMETIMES THE TEA WAS BITTER. Other times it was cloyingly sweet with condensed milk. But the whispered questions at teahouses in Rangoon and across Burma were always delivered the same way. Head flick to the right, head flick to the left. A nervous glance backward. No one listening, not even the waiter shuffling up to slosh hot water into our glasses? Good. What did I, as an American who had the good fortune to vote in one of the most exciting presidential races in recent memory, think of Burma's upcoming national elections?

Two decades after ignoring the results of its last polls, Burma's long-ruling junta has promised another electoral exercise next year, most likely by spring. Few doubt that the generals' henchmen will ensure that the opposition doesn't prevail as it did back in 1990, when the National League for Democracy (NLD) crushed the military's proxy party. (In a troubling precedent, a recent constitutional referendum received a credulity-straining 92% approval.) But the queries put to me during my recent visit got to the heart of a fundamental political dilemma: Is any election, even one so likely to be flawed, better than nothing at all?

My answer, of course, was less important than what Burmese living under one of the world's most Orwellian regimes thought. And what they said surprised me. Yes, some deemed the elections "useless." Others conceded that the obstacles to electoral freedom are formidable. Before a single vote is cast, Burma's elections will be rigged. The newly minted constitution ensures that top leadership posts are reserved for the military. Many members of the political opposition—including Nobel Peace Prize laureate Aung San Suu Kyi, who still languishes under house arrest—have been barred from running by regulations both arcane and outlandish. Five NLD members were arrested last month,



Dark days Despite losing Burma's last elections in 1990, the junta has kept a firm grip on power

joining more than 2,000 political prisoners who suffer in Burmese jails—double the number of two years ago, according to a recent U.N. report.

But even as Burmese friends piled up caveats as high as the spires of the tallest pagoda, I could sense an awakening political consciousness that excited them. A young man in a remote town confided that he and his friends had organized a study group to debate the merits of electoral politics. (One of the participants also runs a free class called The Secrets of Gmail: A Pre-Advanced Course.) In northern Burma, where minorities recall that ethnic-based parties came in second and third in the 1990 polls—the army's party finished fourth—insurgent groups encouraged to feud by the junta are now considering political alliances.

Eight years ago, I covered village elections in China, where the victors—farmers with Mao suits and dirty fingernails—were barred from taking office by the incumbents and eventually jailed on trumped-up charges. One man was so harassed that he committed sui-

cide. This doesn't sound like a heartwarming tale of democracy's triumph. But what has evolved in these villages, despite the injustice, is a dawning sense that people—even the extremely poor—have rights. In societies covering under oppression, such a realization is revolutionary.

Sipping tea in another Burmese town, I listened as a companion recited his favorite line from John F. Kennedy's Inaugural Address: "Ask not what your country can do for you; ask what you can do for your country." Sitting between us was a shy young man who practiced this new English sentence over and over, savoring Kennedy's rhetorical flourish. The words had a strange quality in Burma, a place where people don't expect their country to do much of anything for them. But the young student was willing to take up Kennedy's challenge. "It's my responsibility to my country to teach people about the elections," he said. "People say they are stupid, but we have nothing else to look forward to." I watched as the English-speaking waiter loitering a little too close to our table grinned. But it wasn't the smirk of a government informant. It was a smile, I think, of hope. ■





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Business Books.

Why is it (still) so difficult for working couples to share household management? Getting a grip on those Gen Y brats.

The myths and musts of working at home

BY ANDREA SACHS



Getting to 50/50: How Working Couples Can Have It All by Sharing It All

By Sharon Meers and
Joanna Strober
Bantam; 311 pages

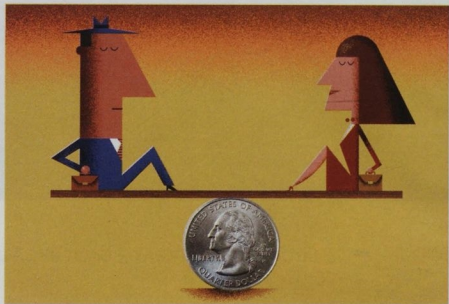
A BOOK FOR WORKING MOTHERS

explaining why an egalitarian marriage is optimal seems obvious. Each spouse shouldering half the work is already the fantasy of most wives, particularly those with demanding careers. Who would argue with the proposition that a husband should lift a hand to do some housework or help a child with homework? So why preach to the choir when the men who actually need to read it—type-A husbands—are still at the office?

Because the goal remains valid. Meers (a former managing director at Goldman Sachs) and Strober (managing director of a private-equity firm in Silicon Valley) do an admirable job of building a case that a 50-50 marriage helps both partners. "We are two working moms who believe that everyone wins when men are full parents and women have full careers. When both parents pay the bills and care for kids, this life is possible—we know from experience."

In the first third of the book, the authors cite convincing studies that quantify the benefits of two working parents: to children, husbands and wives. (There's even a 2006 study that found that husbands do more chores at home fare better in the marital bedroom.)

The rest of the book explains how to attain equilibrium. A good marriage is requisite; so is good communication. "Talk about who will do what as soon as you can—and make it a lifelong discussion." There are also husband-training tips. For instance, women should avoid being persnickety about exactly how child care and chores are done so that husbands don't get discouraged. "You have to accept how your husband does things or



you end up doing everything yourself."

The message is a little mixed. Chores sound like character-building fun for men but like soul-deadening drudgery for women. Likewise, mothers are allowed to rhapsodize about their jobs, but hard-charging fathers who enjoy working round the clock are just selfish.

A book about achieving an equal balance of marital responsibilities is akin to one that promises speedy weight loss. You quickly discover that there is no magic—just discipline and eating your vegetables. For the couple who wants to split family life even-stein, it takes love, commitment and the ability to swim upstream, societally speaking.



Not Everyone Gets a Trophy: How to Manage Generation Y

By Bruce Tulgan
Jossey-Bass; 182 pages

THE COHORT KNOWN AS Gen Y, born between 1978 and 1990 and now flooding into the workplace, "will be more difficult to recruit, retain, motivate, and manage than any other new generation." Why? Raised by once rebellious boomers at-

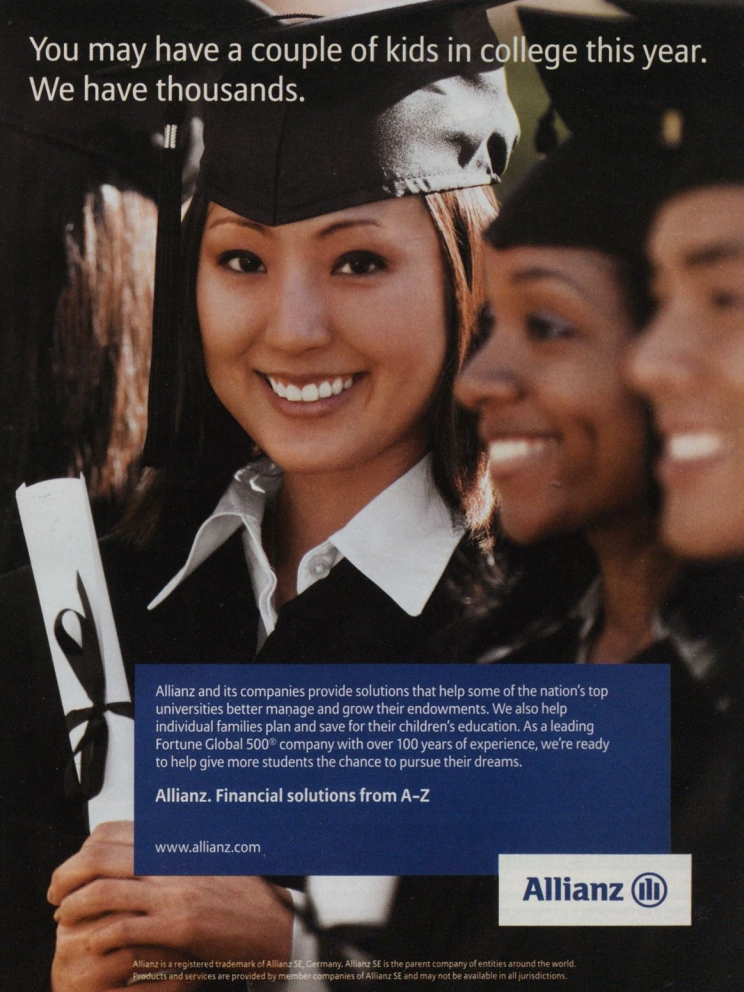
tempting to be perfect parents, Gen Yers have been coddled since birth, says the author. But given the right structure and boundaries, he says, including "specific deadlines with measurable benchmarks along the way," Gen Y will be "the most high-performing workforce in history for those who know how to manage them properly."



Undress for Success: The Naked Truth About Making Money at Home

By Kate Lister and Tom Harnish
Wiley; 262 pages

IF YOU'RE PREPARED TO weather bad jokes about working in your tighty-whities and freelancing in your frillies, this book will provide useful advice for working at home—avoiding the online scams being peddled, for example, and making sure the at-home lifestyle is a good fit for you. According to the husband-and-wife authors, there are up to 26 million Americans, mainly in professional, sales and technical jobs, who "e-work" and "create a better balance between work and life." That number will probably grow, thanks to the recession.



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AIG's Bad Reverberations

THE FURY OVER AIG EXECUTIVES' BONUSES is heightened by the overall anonymity of those behind the broader economic collapse, for which no one is being held responsible [March 30]. However understandable, this scapegoating distracts from the bigger problem and may debilitate the political will to enact appropriate legislation.

*Connell J. Maguire
RIVIERA BEACH, FLA.*

THE AIG DEBACLE ASIDE, THE ROTTEN apple in our culture is the notion that executives are able to "create" value that is worth astronomical multiples of that created by the daily toil of ordinary members of our society. We have lost our sense of proportion.

Jim Williams, CASTLE ROCK, COLO.

IT IS TIME WE CHANGE THE PARADIGM from "too big to be allowed to fail" to "too big to be allowed."

John Carlson, LITTLE RIVER, S.C.

Sorry Is the Hardest Word

THE CORRUPTION OF "THE CULTURE OF contrition" Nancy Gibbs speaks of in her profound essay on apologizing is the direct consequence of the erosion of personal grace in our society [March 30]. Sadly, decency has been replaced in great measure by coarseness—hence the absence of remorse or contrition. When our courts can

demand that a defendant pay damages but not insist on any admission of guilt, we further validate as unnecessary any gesture of true contrition.

Edmund Nasralla, BOCA RATON, FLA.

THE REASON WE HAVEN'T HEARD APOLOGIES yet is an increasingly widespread belief that "I didn't do anything illegal" is equivalent to "I didn't do anything wrong." Clearly it is not. How do we fix that?

Dan Horsfall, CHANHASSEN, MINN.

THE VILLAINS IN THIS SAGA ARE NOT SORRY. Almost 70 years ago, C.S. Lewis wrote that "the greatest evil is not done in those sordid dens of evil Dickens loved to paint but ... in clear, carpeted, warmed, well-lit offices, by quiet men with white collars and cut fingernails and smooth-shaven cheeks who do not need to raise their voices." Never before has the truth of his words been so apparent.

Vicky Brago-Mitchell, LOS ANGELES

Kindle Me Delighted

IF JOSH QUITTER WERE ELDERLY WITH macular degeneration, he would be as thrilled as my Kindle-loving 76-year-old husband [March 30]. The print can be made larger. It is so light, he can hold it. If his eyes get tired, a soothing voice can read to him. Whiny kids in their 40s and 50s can complain, but for us, the Kindle is priceless.

Barbara Plung, DENVER

NOT ALL BAD APPLES AT AIG

I WORK FOR A COMPANY ACQUIRED BY AIG, and I'm a victim too [March 30]. What I'd like everyone to know is that

more than 99% of the folks who work for the insurance giant are not to blame for this pathetic mess. I work mostly with nonprofits like hospices and food banks. Our 55-year-old company, VALIC, was highly respected for its integrity and personal service. AIG is now selling our profitable company to the highest bidder to help pay back taxpayers. The good news is that we are reversing our ill-advised name change, dropping AIG Retirement in favor of our original name. But what am I supposed to do with all my AIG-embroidered hats, shirts and jackets?

John Wilkins, APTOS, CALIF.

Sex Education: Just Say Yes

MY CONGRATULATIONS TO SOUTH CAROLINA for recognizing the importance of comprehensive sex education for our young people [March 30]. Other Southern states should follow suit and realize that holier-than-thou abstinence and "Just say no" platitudes do not impact young people whose hormones are raging and whose self-image may not be as secure as it seems.

Linda Jewell, SILVER SPRINGS, FLA.

More on 10 Ideas

RE THE NEW CALVINISM, ONE OF TIME'S 10 world-changing ideas [March 23]: Your approach is a bit U.S.-centric. While Calvinism is certainly gaining influence in the States, that influence pales in comparison with the global sway of charismatic Pentecostalism, which is transforming the religious landscape of the developing world. Sadly, no Christian movement, Calvinist or otherwise, currently has that kind of impact in American society.

Richard Land, NASHVILLE



'In times of war or peace, such volunteer service as Barack Obama is emphasizing helps stabilize our nation and build our character.'

David Musselman, CINCINNATI, OHIO

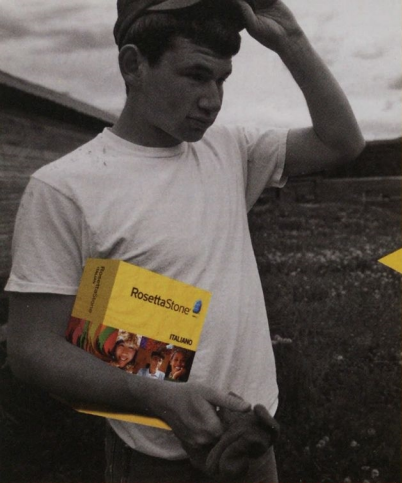
Call to arms The President's TIME essay urged all Americans to serve



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Briefing

THE WORLD HISTORY VERBATIM

POP CHART MILESTONES



The Moment

4/1/09: London

THE LAST TIME BARACK OBAMA was in Europe, he gave a speech to an adoring crowd of 200,000 in Berlin's Tiergarten, and John McCain dubbed him the "biggest celebrity in the world." Obama still has his fans in Europe and still knows how to charm them. In London for the G-20 meeting of leading economic powers, he met the Queen and had the British press—for whom celebrity is as appealing as garlic to a vampire—eating out of his hand. (Some of the hacks sur-

reptitiously took pictures with their cell phones as he spoke.)

But when you're President of a nation whose unregulated, red-in-tooth-and-claw capitalism is widely blamed for an economic crisis that is making life miserable for millions, star wattage will get you only so far. In the run-up to the G-20, continental European powers such as France and Germany made it clear that they viewed with distaste the principal U.S. prescription for recovery: a massive fiscal

stimulus to boost demand. Similarly, at the NATO summit to follow the G-20 meeting, Obama could expect to be met with warm words but few pledges of the troops he would like to augment U.S. forces in Afghanistan.

For a new President on the world stage, star power goes only so far

This is how the world now is. Obama, for his part, seems to recognize that economic power has been dispersed and that his audiences are in no mood to be told how to behave by any American President, however popular on a person-

al level he may be. In London, Obama said he had come "to listen, not to lecture." More startling, he told his audience that the U.S. was at the G-20 "as a peer" of other nations.

It wasn't really, of course. The U.S. is too big, too rich, too well-armed to be anyone's equal. But being big and rich and well-armed does not make you a leader. Followers make you that, and the loyalty of followers has to be earned by more than a great speech and an inspiring life story. If Obama did not know it before (though one suspects he always did), he surely knows it now: it was easy being a celebrity; it's tough being a President.

—BY MICHAEL ELLIOTT

The World

10 ESSENTIAL STORIES



Pakistani officers apprehend a suspect in the police academy attack that killed at least 12

1 | Pakistan

A Deadly Show of Strength

Baitullah Mehsud, commander of Taliban groups in Pakistan, took credit for a March 30 raid on a police academy in Lahore that sparked an eight-hour standoff and left at least 12 people dead. In telephone interviews with Pakistani news agencies, Mehsud also promised to "amaze everyone in the world" with an attack on strikes on militant bases along the Pakistan-Afghanistan border. The FBI painted the threat as purely aspirational, pointing out that Mehsud had made similar comments before. Still, the attack comes less than a month after a deadly assault on the visiting Sri Lankan national cricket team in Lahore; analysts are concerned about increased coordination among al-Qaeda, Taliban and other extremist forces and the Pakistani government's apparent hesitancy to rein them in.

2 | Iraq

Goodbye to Basra

On March 31, British forces handed over command of their operational base in Basra to the U.S., a major step in the U.K.'s withdrawal from Iraq, where for six years it has been America's closest ally. Britain's 4,100 remaining troops complete their combat mission on May 31, and all but a few hundred—who will stay in an advisory capacity—are expected to depart by August. Iraq's second largest city has seen some security improvements over the past year, but elsewhere the gains are fragile—a fact highlighted by a suicide truck bombing that killed seven and wounded 38 in Mosul on the day of the handover.



A boatload of migrants who survived the violent storm arrives in Tripoli on March 29

3 | Libya

Tragedy on the High Seas

In one of the worst such accidents on record, more than 200 people attempting to illegally enter Europe drowned when their boat capsized in the Mediterranean. The vessel was one of at least two that left from Libya and encountered bad weather. It was most likely bound for the Italian island of Lampedusa; more than 30,000 migrants arrive there from Africa every year, according to the International Organization for Migration.

Countries visited since March 4



4 | Sudan

A Waltz with Bashir

Sudanese President Omar Hassan al-Bashir brazenly defied an international warrant for his arrest by embarking on a six-country regional tour. Several leaders expressed solidarity with al-Bashir during a March 30 Arab League summit in Qatar and accused the International Criminal Court—which on March 4 charged him with committing war crimes in Darfur—of placing a double standard on Arab countries.

5 | Washington

Cleaner Cars

The Department of Transportation significantly raised its fuel-economy standards for the first time since they were established in 1975. Passenger cars will now be required to get 30.2 m.p.g. (up from 27.5), while the standard for light trucks will increase from 23.1 m.p.g. to 24.1. The new rules apply only to 2011 models; the Obama Administration is still debating how to apply them to future model years, given the U.S. auto industry's precarious financial situation.

6 | The Hague

Breaking the Ice with Iran

Almost two weeks after Barack Obama spoke to Iran in a video message, special envoy Richard Holbrooke met with Iran's Deputy Foreign Minister on the sidelines of an international conference on Afghanistan. The brief tête-à-tête marked the first such contact with Tehran since Obama took office.

Numbers: **72%**

Percentage decline since 1985 in the number of media outlets with reporters who cover Capitol Hill

1,200

Juvenile convictions overturned after a Pennsylvania judge admitted taking kickbacks from youth detention centers



7 | North Dakota

CRISIS AVERTED? Less than a week after the Red River reached record highs and threatened to cause disastrous flooding, Fargo residents weathered a blizzard and 40-m.p.h. winds while 3.5 million sandbags served as temporary levees to protect North Dakota's largest city. Though businesses, schools and streets have reopened, local officials are lobbying for permanent disaster-relief funding—in the past 12 years, the region has seen two hundred-year floods. As one city official said of Fargo's ceaseless battle with Mother Nature, "You kind of feel like it's a Bruce Willis film."

8 | Phnom Penh

In the Face Of Justice, An Apology

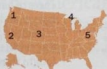
The first defendant in a U.N.-backed genocide trial of senior Khmer Rouge officials expressed "heartfelt sorrow" for the torture and killings of some 15,000 people at Tuol Sleng, the notorious prison over which he had presided. But 66-year-old Kaing Guek Eav, known as Duch, painted himself as a scapegoat for a regime whose rule caused an estimated 1.7 million deaths in the 1970s. If convicted, Duch faces a possible life sentence.

9 | Washington

Keeping America Wild

In a victory for nature lovers, a newly signed omnibus bill will protect some 2 million acres of wilderness, the most significant conservation effort in more than a decade. The legislation also protects 1,000 miles of scenic rivers and provides more federal protection to areas under the Bureau of Land Management.

Some of the areas affected by the bill



1. Mount Hood Wilderness



2. Sequoia and Kings Canyon National Parks Wilderness



3. Rocky Mountain National Park Wilderness



4. Pictured Rocks National Lakeshore Wilderness



5. Wild Monongahela Wilderness

10 | New York

Rockefeller, Reconsidered

Governor David Paterson reached an agreement with legislators to scale down the state's Rockefeller drug laws, some of the earliest statutes in the nation to lay out mandatory minimum sentences for drug offenders. Critics and activists hailed the pact, arguing that mandatory minimums contribute to prison overcrowding and recidivism and incarcerate addicts who should instead receive treatment. The original laws, which were a model for much of the legislation passed at the height of America's War on Drugs in the 1980s, mandated minimum sentences as long as 15 years for certain drug offenses—the same as those for second-degree murder.

1973 Original Rockefeller Law

- Set mandatory minimum at 15 years to life
- Applied to offenses including possession of more than 4 oz. of narcotics

2004 Drug Law Reform Act

- Cut minimum sentences to eight to 20 years
- Raised possession minimum to 8 oz.
- Allowed for lighter resentencing

2009 New Legislation

- Eliminates mandatory minimums for lower-level offenders
- Emphasizes drug treatment
- Allows judges to impose shorter sentences

(RECESSION WATCH)



Here's \$3,000. Now scram! That's the offer that Japan made on April 1 to unemployed foreigners of Japanese ancestry. These immigrants, mostly from Brazil and Peru, had previously obtained special visas to do manufacturing work in Japan for companies like Toyota. With the number of available jobs at a six-year low, **the nation can no longer afford to pay them unemployment benefits** and is asking them to leave.

44%

Percentage of teen boys surveyed who said they've seen at least one nude photo of a female classmate online or via cell phone

\$8.4

TRILLION

Amount that financial firms worldwide have received or been promised in government bailouts—\$1.250 for every person on the planet, according to Oxfam

A Brief History Of: Sin Taxes



ANTISMOKING ADVOCATES TOUT THIS MONTH'S RECORD increase in the federal cigarette-tax rate, which on April 1 spiked from 39¢ to \$1.01 per pack, as a move that will bolster the federal budget while saving an estimated 900,000 lives. Supporters say the measure will stop 2 million kids from lighting up and spur about 1 million adults to quit, but the sharp hike has some smokers fuming. Cigarette taxes, detractors argue, are a way for governments to line their coffers by legislating personal choice—and a prime example of a regressive “sin tax,” the term often used for fees tacked on to popular vices like drinking, gambling and smoking.

The sin tax is an established tactic. In the early 1500s, Pope Leo X underwrote his lavish lifestyle in part by taxing licensed prostitutes, and Peter the Great preyed on Russian vanity two centuries later by charging men who grew beards. In the *Federalist* papers, American patriot Alexander Hamilton proposed an excise tax on alcohol to boost revenues and curb consumption. The measure, enacted in 1791, sparked the Whiskey Rebellion, in which federal authorities were forced to quash an uprising by livid Pennsylvania settlers.

The U.S. has taxed cigarettes since the Civil War, although its levies often lag behind those assessed by other nations. This month's increase—signed by a President who's trying to kick the habit himself—comes as recession-battered states are considering charges on everything from pornography to marijuana as a way to pad their budgets. Tobacco taxation enjoys broad public support, but other recent efforts to impose sin taxes have sputtered. Proof, perhaps, that in trying times, doing bad can feel really good. —BY ALEX ALTMAN

LEGISLATING MORALITY

1787 Alexander Hamilton advocates taxing “ardent spirits” in *Federalist* No. 12.



Seven years later, the U.S. liquor tax sparks the Whiskey Rebellion

1864 To help raise money for the Civil War, U.S. authorities levy the first federal cigarette tax, of up to 2.4¢ per pack

1963 Annual per capita cigarette consumption among U.S. adults peaks at 4,345

2005 Nine Democratic Senators introduce an unsuccessful bill that would have imposed a 25% tax on purveyors of online pornography



2009 Amid a public outcry, New York Governor David Paterson backtracks on plans to raise taxes on goods ranging from downloads of pornography to sugary soft drinks



THE SKIMMER



Family Properties: Race, Real Estate and the Exploitation of Black Urban America

By Beryl Satter
Metropolitan Books; 495 pages

FOR AFRICAN AMERICANS in 1950s Chicago, buying a house was nearly impossible. Federal mortgage insurance didn't cover homes in integrated neighborhoods, making getting a loan difficult; in black neighborhoods, predatory sellers jacked up prices and forced buyers to pay outrageous monthly fees or face eviction. The resulting financial strains only compounded black Chicagoans' housing problems and drove their neighborhoods into decline. Satter, a history professor at Rutgers University, illustrates her lucid analysis of race and class on Chicago's West Side with the experiences of her father, a white lawyer and landlord who crusaded against the city's discriminatory policies and fought those who exploited black homeowners. But the story doesn't end with his premature death in 1965, at 49. By the late 1960s, an increasingly informed and outraged community was fighting back on its own. The ultimate result was the Home Mortgage Disclosure Act, which required banks to document their loans and outlawed discriminatory practices.

—BY FRANCES ROMERO

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'I would say we're not prepared to do anything about it.'

ROBERT GATES, U.S. Defense Secretary, on North Korea's plan to launch a missile by April 8

'This crisis was caused by the irrational behavior of white people with blue eyes.'

LUIZ INACIO LULA DA SILVA, Brazilian President, on the recession, saying he didn't know "any black or indigenous bankers"

'It all depends if they're ready to give \$50, 60, 70, 80 million. There's a lot of potholes out here.'

RICHARD M. DALEY, mayor of Chicago, on whether he would accept KFC's offer to fund street repairs in his city, after the restaurant chain donated \$3,000 to Louisville, Ky.

'The inhuman nature in the cold numbers of capitalism, that's what stuns you.'

LASZLO VARNAI, mayor of Kiskunhalas, Hungary, on the closing of the town's Levi Strauss & Co. plant, once a successful symbol of Western capitalism in the ex-Soviet nation

'Punishing the American people in our effort to somehow deal a blow to the Castro government has not made any sense at all.'

BYRON L. DORGAN, U.S. Senator, on a bill that would lift the 50-year-old travel ban to Cuba

'Are you ready for a world of challenge ... a world of ambiguity and adventure?'

THE CENTRAL INTELLIGENCE AGENCY, in a new radio recruitment ad

'Can't say no one makes money from Twitter now.'

MARK CUBAN, Dallas Mavericks owner, in a Twitter message about being fined by the NBA for insulting referees on the service



Back & Forth:

Terminology

'There was no memo, no guidance. This is the opinion of a career civil servant.'

U.S. Office of Management and Budget spokesman **KENNETH BAER**, on an e-mail from the Defense Department declaring that George W. Bush's phrase war on terror would be replaced by overseas contingency operation

'The Administration has stopped using the phrase, and I think that speaks for itself. Obviously.'

U.S. Secretary of State **HILLARY CLINTON**, saying she hadn't received a directive to stop using war on terror—it's "just not being used"



Gitmo

'It was a looooot of fun!'

Miss Universe **DAYANA MENDOZA**, of Venezuela, after visiting Guantánamo Bay and pronouncing the U.S. detention center a "relaxing, calm, beautiful place"



'Dayana Mendoza's comments on her blog were in reference to the hospitality she received while meeting the members of the U.S. military.'

MISS UNIVERSE ORGANIZATION, defending Mendoza's visit after critics called it inappropriate

LEXICON

Haircut *n.*—

In lending, the difference between what a creditor is owed and what he gets

USAGE: "What a bankruptcy court might achieve is forcing those who hold GM or Chrysler's debt 'to take a haircut'—that is, get back less of their money than owed."

—Austin American-Statesman, March 30, 2009



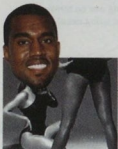
Pop Chart



Oprah offers to share **O MAGAZINE** cover with Ellen. Gayle displeased



MTV plans to start playing music again... at 3 a.m.



KANYE WEST asks to be addressed as Martin Louis the King Jr.; Sasha Fierce was already taken



MILEY CYRUS weeps at Nickelodeon Kids' Choice Awards after dream of getting slimed goes unfulfilled



Two of Hollywood's funniest men and Jim Carrey to star in **THREE STOOGES** film



SIMPSONS get postage stamp



SACHA BARON COHEN'S *Bruno* threatened with NC-17 rating by censors who have apparently not seen *Borat*



BILL O'REILLY: Cable-news ratings leader for 100 straight months. That's a lot of doin' it live

SHOCKING

SHAM—Pow!



CBS cancels **GUIDING LIGHT** after being reminded that *Guiding Light* is still on the air



NICKELBACK wins big at Canadian Grammys. This is why we mock you, Canada



Fox schedules dating show for overweight "average" Americans



GHOSTBUSTERS 3: Judd Apatow rumors abound

PREDICTABLE



T.I. sentenced to year in prison. Guess you can't do whatever you like



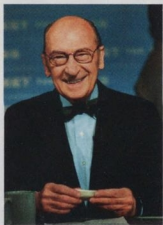
Hospital staff fired for snooping into **OCTOMOM'S** medical records, uncovering eight more kids



MADONNA doesn't plan to stop until she adopts all of Malawi. Watch out, Malawi!

SHOCKINGLY PREDICTABLE

Milestones



Irving R. Levine

IT WAS THEN AND REMAINS still one of the most distinctive sign-offs in broadcast journalism: "Irving R. Levine, NBC News." That was the signature of my colleague and friend, who was as precise in

his reporting and in his personal style as the neat knot on his trademark bow tie. He seldom removed his suit jacket, and he always slipped on white cotton gloves when reading a newspaper so the ink wouldn't stain his hands.

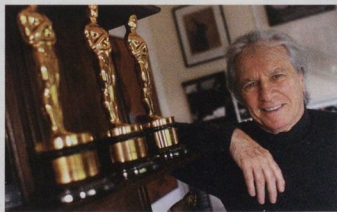
When news of his death on March 27 at the age of 86 was announced by his family, it was accompanied by a stylish and anecdotal 3½-page tribute that recalled his coverage of the Korean War; how he'd become the first American television reporter based in Moscow during the Cold War; and his assignments in Rome, Tokyo and Vienna before his pioneering work as a full-time economics correspondent.

The tribute also

mentioned the many comical comments made by President George H.W. Bush and late-night talk-show hosts like Johnny Carson on his bow tie and not just a pretty-face appearances on network news. The 3½-page dispatch was written by Irving himself a few months before he died because, a son said, he didn't want any mistakes. It was also Irving's final sly tribute to his unique image in a medium increasingly defined by sameness.

Irving was once asked by a producer to drop the *R*, his middle initial, from the sign-off to save a second or two. IRL, as he signed his memos, responded, "I'd rather drop the Bin NBC."

—BY TOM BROKAW



Maurice Jarre

FILM COMPOSERS DON'T write melodies so much as emotions; their music is the heartbeat that gives movie images instant and lasting resonance. Jarre, who died in Los Angeles on March 29 at 84, put this knowledge to use in his first famous scores: the heroic theme that lent a galloping grandeur to David Lean's 1962 Middle Eastern western, *Lawrence of Arabia*, and the chorus of balalaikas in Lean's 1965 *Doctor Zhivago* that prom-

ised ecstatic reunion after the grimmest separation. In a half-century of movie work, Jarre wrote the music for more than 150 features, but it's his underscoring of Lean's films that won him his renown—and three Oscars, for *Lawrence*, *Zhivago* and 1984's *A Passage to India*.

Born in Lyons, France, in 1924, Jarre made his way to Paris after the war and contributed incidental music to theater pieces. In 1951, Georges Franju, maker of

uncompromising documentaries, hired Jarre to score *Hôtel des Invalides*, his study of wounded veterans; it was the first of many Jarre pieces (*The Longest Day*, *The Train*, *Mad Max Beyond Thunderdome*) that found a sepulchral undertone in martial music. Old masters like William Wyler (*The Collector*) and Alfred Hitchcock (*Topaz*) and Young Turks like Adrian Lyne (*Fatal Attraction*) and Jerry Zucker (*Ghost*) called on Jarre to provide music that was subtle and looming, like a shiver in the shadows.

Jarre once said that in the flush of his career, he took so many assignments because he had three ex-wives and a lot of alimony to pay. The first of his marriages produced a son, Jean-Michel Jarre, a renowned composer of electronic music. But it is Papa Maurice's "Lara's Theme" from *Zhivago* moviegoers recall whenever they think of snow, sleds and the ache of lost love.

—BY RICHARD CORLISS

DIED His election in 1983 as President of Argentina ended eight years of military rule, a period during which thousands



of proponents of democracy went missing. Raúl Alfonsín, 82, ordered trials of nine former militia leaders and jailed five.

■ She was a Jewish nursing student from Chicago who accompanied her Guyanese husband back to his native land. The pair got involved in leftist politics, and decades later, Janet Jagan, 88, succeeded her deceased spouse as President of Guyana to become the first woman to lead the nation.

■ LIFE magazine called him a maverick wizard for his skills as a top mutual-fund manager. But in the '70s, Jack Dreyfus, 95, became a tireless promoter for the epilepsy drug Dilantin as a cure for depression—which he once suffered from—and other ailments.

■ While her photographs of New York street life helped shape a generation's impressions of the city, Helen Levitt, 95, was probably best known for shots



of children from the '30s and '40s, whether they were wearing Halloween masks or watching bubbles float.

CHARGES DROPPED The U.S. Justice Department announced on April 1 that it would drop all charges against ex-Alaska Senator Ted Stevens, 85, convicted last year of corruption.

SCRAPPED During the 2008 Beijing Olympics

International torch relay, protesters repeatedly disturbed the flame's progress. Now the International Olympic Committee will require the torch to remain in its host country.





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Joe

Klein

It's High Time. Legalizing marijuana may be politically risky. But the economic benefits are becoming difficult to ignore

FOR THE PAST SEVERAL YEARS, I'VE BEEN harboring a fantasy, a last political crusade for the baby-boom generation. We, who started on the path of righteousness, marching for civil rights and against the war in Vietnam, need to find an appropriately high-minded approach to life's exit ramp. In this case, I mean the high-minded part literally. And so, a deal: give us drugs, after a certain age—say, 80—all drugs, any drugs we want. In return, we will give you our driver's licenses. (I mean, can you imagine how terrifying a nation of decrepit, solipsistic 90-year-old boomers behind the wheel would be?) We'll let you proceed with your lives—much of which will be spent paying for our retirement, in any case—without having to hear us complain about our every ache and reflux. We'll be too busy exploring altered states of consciousness. I even have a slogan for the campaign: "Tune in, turn on, drop dead."

A fantasy, I suppose. But, beneath the furious roil of the economic crisis, a national conversation has quietly begun about the irrationality of our drug laws. It is going on in state legislatures, like New York's, where the draconian Rockefeller drug laws are up for review; in other states, from California to Massachusetts, various forms of marijuana decriminalization are being enacted. And it has reached the floor of Congress, where Senators Jim Webb and Arlen Specter have proposed a major prison-reform package, which would directly address drug-sentencing policy.

There are also more puckish signs of a zeitgeist shift. A few weeks ago, the

White House decided to stage a forum in which the President would answer questions submitted by the public; 92,000 people responded—and most of them seemed obsessed with the legalization of marijuana. The two most popular questions about "green jobs and energy," for example, were about pot. The President dismissed the outpouring—appropriately, I guess—as online ballot stuffing and dismissed the legalization question with a simple: "No."



This was a rare instance of Barack Obama reacting reflexively, without attempting to think creatively, about a serious policy question. He was, in fact, taking the traditional path of least resistance: an unexpected answer on marijuana would have launched a tabloid firestorm, diverting attention from the budget fight and all those bailouts. In fact, the default fate of any politician who publicly considers the legalization of marijuana is to be cast into the outer darkness. Such a person is assumed to be stoned all the time, unworthy of being taken seriously. Such a person would be lacerated by the assorted boozehounds and pill poppers of talk radio. The hypocrisy inherent in the American conversation about stimulants is staggering.

But there are big issues here, issues of economy and simple justice, especially on the sentencing side. As Webb pointed

out in a cover story in *Parade* magazine, the U.S. is, by far, the most "criminal" country in the world, with 5% of the world's population and 25% of its prisoners. We spend \$68 billion per year on corrections, and one-third of those being corrected are serving time for nonviolent drug crimes. We spend about \$150 billion on policing and courts, and 47.5% of all arrests are marijuana-related. That is an awful lot of money, most of it nonfederal, that could be spent on better schools or infrastructure—or simply returned to the public.

At the same time, there is an enormous potential windfall in the taxation of marijuana. It is estimated that pot is the largest cash crop in California, with annual revenues approaching \$14 billion. A 10% pot tax would yield \$1.4 billion in California alone. And that's probably a fraction of the revenues that would be available—and of the economic impact, with thousands of new jobs in agriculture, packaging, marketing and advertising. A veritable marijuana economic-stimulus package!

So why not do it? There are serious moral arguments, both secular and religious. There are those who believe—with some good reason—that the accretion of legalized vices is debilitating, that we are a less virtuous society since gambling spilled out from Las Vegas to "riverboats" and state lotteries across the country. There is a medical argument, though not a very convincing one: alcohol is more dangerous in a variety of ways, including the tendency of some drunks to get violent. One could argue that the abuse of McDonald's has a greater potential health-care cost than the abuse of marijuana. (Although it's true that with legalization, those two might not be unrelated.) Obviously, marijuana can be abused. But the costs of criminalization have proved to be enormous, perhaps unsustainable. Would legalization be any worse?

In any case, the drug-reform discussion comes just at the right moment. We boomers are getting older every day. You're not going to want us on the highways. Make us your best offer.

Any politician who publicly considers legalizing marijuana is assumed to be stoned all the time, unworthy of being taken seriously

Can Washington Retool Detroit?

The President's auto task force is imposing a brutal overhaul of U.S. automakers that may include bankruptcy for GM. But the payoff could be huge when car sales rebound. And they will

BY BILL SAPORITO

THE AUTOMOBILE BUSINESS IS great. Just ask someone who's in it. "People want to buy cars," says Rod Buscher, CEO of Summit Automotive Partners in Denver, which owns 30 assorted dealerships nationwide. And he really wants to sell cars. The problem is that would-be buyers lack either the income or the access to credit that would allow them to drive a new Malibu or Lincoln or Camry off the lot. That won't last forever; in fact, the automobile business figures to be good in 2011 and terrific in 2012—which also happens to be an election year.

The question is whether any U.S. automobile manufacturer will live long enough to enjoy it. President Barack Obama would rather bridge General Motors to the future than see it collapse, but he has now made it clear that the GM we know and don't really love is finished. So is GM CEO Rick Wagoner, who was told to hit the road, his three decades of service to GM—and strong support within the industry—now considered a liability. "This is not meant as a condemnation of Mr. Wagoner, who has devoted his life to this company," Obama said in condemning him. "Rather, it's a recognition that it will take a new vision and new

The global car business may be on the verge of an upswing in demand. Will U.S. carmakers take advantage of the coming boom?



direction to create the GM of the future." In Wagoner's place, the President promoted COO Fritz Henderson, who has worked at the company for 25 years. Henderson gets the message: "One, go deeper, go harder; and second, go faster. And so we got it. We understand exactly what that means."

The to-do list presented to GM by the President's auto task force is stark and steep: shrink labor costs, including retiree health-care expenses; slash debt; kill or sell low-performing brands; and reduce the number of models for sale and the number of dealers selling them. Should GM, the United Auto Workers (UAW) and the company's bondholders fail to figure out how to execute those tasks by June 1, the government will usher GM into bankruptcy, which could lead to its breakup into "good" and "bad" subsidiaries. The bad would be sold for parts.

In that sense, GM is getting off easy: Obama's task force gave Chrysler just 30 days to seal its proposed partnership with Italy's Fiat Group—or else join the likes of American Motors, Packard and Studebaker in the auto graveyard. If Chrysler gets the deal done, the government will lend it \$6 billion to sustain its operations. But Chrysler's owner, Cerberus Capital



Management, will leave with zero of its \$7.4 billion original investment.

The landscape of the U.S. auto industry, in other words, is about to be radically reshaped. So what will its future look like? It's difficult to imagine today, with consumers hunkering down, car loans drying up and the Detroit Three struggling to survive, but the global car business may be on the verge of a big upswing in demand. Companies that can meet consumers' needs for fuel-efficient yet stylish cars—and that have flexible manufacturing plants to turn out the hot products on demand—are likely to find huge opportunities for growth once the economy recovers. That's partly why there's so much riding on the Administration's plans to revamp GM—and why it had better happen fast. If U.S. automakers don't take advantage of the coming car boom, the rest of the world will.

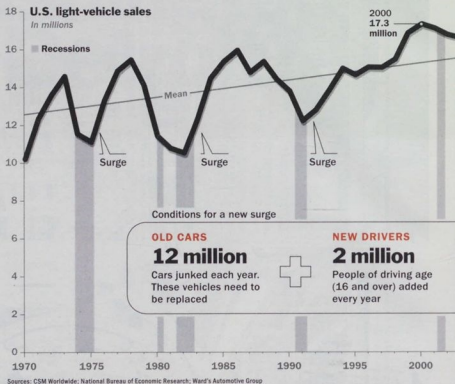
First Things First

BEFORE PLANNING FOR THE FUTURE, HOWEVER, Detroit still has to get through the present. GM has been on life support since Dec. 19, when the outgoing Bush Administration threw it a short-term loan and told the company that it had until March 31 to come up with a plan for its long-term survival. It did—but its strategy was premised on projections that car sales would begin to pick up this year after last year's dismal industry performance, in which sales sank 18%, to 13.2 million units. But the pickup hasn't happened yet, and analysts see the industry's production "run rate" at or below 9 million units.

Even worse, in the eyes of Obama's task force, is that GM was immodest in its assumptions. For instance, GM had forecast a market-share loss of 0.3% per year until 2014. The task force noted that GM has been losing market share at a rate of 0.7% per year for the past 30 years—and GM was planning to drop brands and nameplates. The task force had no reason to think that GM could gain share, and its sales rate proved that point. Industry-wide, March auto sales were down 40% on a seasonally adjusted basis. GM's factory-utilization rate

Once the dust settles, the new GM is likely to face a marketplace of consumers finally ready to spend money on new cars

The U.S. Is Poised for a Post-Recession Car-Buying Surge...



is less than 60%. That's abysmal—the rate needs to be in the 80s for the company to be successful—and it's one reason GM is hemorrhaging cash. "We don't believe the rest of '09 will be strong. We are going to stay soft through the rest of the year," says Lars Luedeman, director of analytics at Grant Thornton, which follows the industry. Dealer inventories are approaching a 100-day supply; 60 days is more typical.

The White House's auto-task-force working group is headed by Steve Rattner, a former reporter who was head of the private-equity firm Quadrangle Group, and Ron Bloom, an investment banker who previously worked for the United Steelworkers union. Staffed by about 15 restructuring and other experts, the task force aims to do two things in the weeks ahead. First, it will try to close the deal on Chrysler's sale to Fiat. Sources familiar with the task force's approach describe Chrysler as "hollowed out" by a succession of owners and largely worthless, with no quality brands other than Jeep and little hope of restructuring itself into a viable concern.

Bloom has taken the lead in trying to negotiate the sale of 20% (at least initially) of Chrysler to Fiat. His position has been undercut by Chrysler's tenuous finances,

leaving Fiat holding the cards at the negotiating table. The \$6 billion sweetener from the government essentially amounts to a dowry for Fiat to take the ugly bride off America's hands.

The harder job facing the Administration comes when the 60-day window is up for restructuring GM outside of bankruptcy. The biggest challenge for GM remains fashioning a plan acceptable to the UAW, which represent GM's 62,000 workers, and its bondholders, mostly banks and other large institutions, which are owed some \$27.5 billion and by law are first in line to get paid back. It's fairly clear the Administration wants to make bondholders eat huge losses—or make them try their luck in bankruptcy court. "No bankruptcy judge is going to rule against GM and its plan. Not for labor, not for bondholders, that's for sure," says Lynn LoPucki, a bankruptcy expert at the UCLA School of Law.

Should GM go into bankruptcy, the plan would involve forming one company around bad assets, such as Hummer and Saturn, and dumping the retiree health-care liabilities into it. That company could be sold off or wound down. A second company would comprise the better performing Chevrolet, Buick, Cadillac, Pontiac and GMC brands. That ongoing

... But Which Carmakers Are Best Positioned for It?



TOYOTA

FT EV

Market share 16.8%

2008 sales

2.2 million units

Prospects Its manufacturing system is the gold standard, but the slump has prompted the company to re-examine its business



GM

Chevy Volt

Market share 22.4%

2008 sales

2.955 million units

Prospects GM can make anything—hybrids, trucks, electrics. And it is becoming cost-competitive. But it needs some hit cars



FORD

Fiesta

Market share 14.7%

2008 sales

1.9 million units

Prospects Of the Detroit Three, Ford is in the best shape. It has enough cash, and it is capable of executing its turnaround plan



HONDA

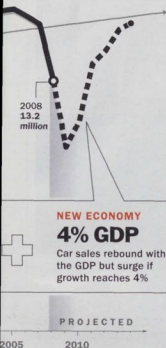
CRZ

Market share 10.8%

2008 sales

1.4 million units

Prospects Honda fell behind Toyota in the hybrid race, but it has closed that gap. It's content to defend its place as Japan's No. 2



means that one way or another, the hundreds of thousands of UAW retirees are probably going to get a lot less health coverage. The outlines of a plan are likely to be drawn up by Bloom, a pioneer in the voluntary employee beneficiary association (VEBA) approach. In a VEBA, the union agrees to accept a cash payment to fund a new health-care system that trustees administer, thus taking future liabilities off the company's books. That's what happened at Ford, where the company negotiated a deal in which half the VEBA will be funded in the form of stock rather than cash. GM may need even more help.

Understandably, neither the union nor the bondholders are happy about the task force's approach. The UAW feels particularly aggrieved because it has agreed to an unending series of givebacks over the past 20 years. Even before this latest crisis, the UAW had assented to the 2007 contract, which would have put Detroit's labor cost per car within a couple of hundred dollars of Toyota's and the other transplants. That isn't enough, in the view of the task force, because consumers are willing to pay more for the foreign badges, and the Detroit Three need to earn more on domestic car sales to become viable for the long haul.

The Coming Car Boom

ONCE THE DUST SETTLES, THE NEW GM, or whatever replaces it, is likely to see a marketplace of consumers finally ready to spend money on new cars. GM's executives aren't entirely off base in thinking that pent-up demand is building, because it is. "Assuming general economic recovery, in the developed markets we will see maybe 95% of what it had been," says John Paul MacDuffie, an associate professor of management at the Wharton School of the University of Pennsylvania and an auto-industry specialist. U.S. auto and light-truck sales topped 16 million for eight years and reached nearly 17 million in 2004 and 2005. Those numbers have slumped dramatically, but the current downturn is cyclical, says MacDuffie; there's no evidence of permanent decline in the demand for vehicles.

It's true that we've been putting off buying cars for nearly two years as unemployment has climbed and credit has been choked off. (Showroom traffic is increasing, notes Summit Auto's Buscher; it's financing that continues to lag.) But that also means that we'll be readier to buy when credit starts to loosen. Even if this recession lingers longer than expected, results will pick up substantially in 2011. Analyst Luedeman predicts that sales in North America will bottom out at 8.4 million units this year (others say



Obama's auto task force
Bloom, above, is renegotiating the Chrysler-Fiat deal and the UAW contract

firm could be partly owned by the bondholders, the UAW and other creditors.

The bondholders could try to resist bankruptcy, but there would be consequences. Among the bondholders are banks such as JPMorgan Chase and Wells Fargo that themselves have taken money from the government's Troubled Asset Relief Program. Standing in the way of the Administration's plans for the auto industry would win them few friends. One option the bondholders have is to try to seize the factories. But that would jeopardize the partsmakers too, and the banks are also holding the paper for many industry suppliers. If the factories shut down as a result of a legal battle, so would the partsmakers.

Even trickier for a Democratic Administration is telling hard truths to the union. On that score, Obama's toughness has gained him some street cred in business circles—even drawing faint praise from a *Wall Street Journal* editorial. The task force has made it clear that GM can't afford the renegotiated wage-and-benefits package the UAW agreed to in 2007. Even using GM's best-case scenario, the company projected a negative net cash flow of \$14.5 billion over the next six years. Most of that deficit can be accounted for in retiree health and pension benefits—which

slightly higher), then jump to 10.2 million in 2010, a 21% improvement. And by 2012 the industry will be in a full-fledged boomlet, at 13.8 million units annually.

Why are analysts so optimistic? History is an indicator of future sales. Eight or nine years ago, the industry was selling 16 million to 17 million units annually.

Now those millions of sedans, pickups and SUVs have reached the end of their useful life. America is becoming a rolling junkyard; the average car is 9.4 years old, a new record, says Buscher. "Light trucks are 7.5 years old. They haven't been that old for 10 years," he adds. In two years, says an industry economist, 35 million cars now on the road will be at least 10 years old. There's not enough duct tape in America to hold that much junk together. Even if they don't conk out, keeping these beaters going becomes an increasingly expensive proposition.

As a result, more cars are being taken off the road than are being manufactured. There are 245 million to 250 million vehicles on the road in the U.S., and roughly 5% are scrapped every year. Even with improved vehicle quality, that ratio is not really budging. Stuff wears out. So some 12 million to 12.5 million vehicles disappear annually; yet this year, no more than 9 million are being built to replace them. Next year, production will be 10 million or so, still less than the removal rate.

Using the industry metric, which estimates that about three-quarters of current sales are replacement vehicles, demand will push past 13 million cars by 2012. O.K., so assume that some people will drive less, run their cars into the ground or—*gulp*—give up driving. You still don't lose much. What's known in the industry as "density"—the ratio of vehicles to drivers—continues to increase.

That's particularly important because the number of drivers is increasing. The U.S. population is advancing at a clip of 1% per year. But more important, the baby-boom echo is getting its wheels. Between immigration and the offspring of boomers now asking for the car keys, at least 2 million new drivers are entering the market every year. That invariably adds to demand.

Lastly, the auto demand curve is a leading indicator out of a recession. Any GDP growth will correlate directly with auto sales—until growth reaches 4%. At that point, sales growth then turbocharges to about 7%, if the past is any measure. Analysts insist that when you combine the replacement demand, scrapage rates, demographic changes and an economic recovery, there's a case to be made that North American demand will approach 16 million units within five years. "We



Big deal Cars may be sitting on lots like this one in Michigan, but should sell as the GDP rises

haven't seen this kind of positive force in replacement demand for this amount for a while," says the auto economist. And thanks to growing overseas markets like China and Russia, where GM is well positioned, industry growth outside the U.S. will be even greater.

It's even possible, despite the current bleakness, that car sales will return to an upward trend this year. The prices of some used cars are beginning to rise as supplies tighten, which makes new cars a more attractive deal. Any improvement in the homebuilding industry bodes well for light-truck sales. And if Congress passes a proposed cash-for-clunker bill that would give car owners a \$3,000-to-\$5,000 voucher to trash their old vehicles and buy something new and shiny, dealers will move the metal, as they have done already in Europe.

Down the Road

ANYONE WHO IS IN BUSINESS IN 2012 will get business. For all their problems, there's no question that the Detroit Three will have some competitive cars. GM has

already made the case with its award-winning Chevy Malibu. The 2009 Buick LaCrosse recently topped all midsize competitors in the dependability ratings of J.D. Power & Associates. That's a positive sign, given that Buick is such an important brand for GM in China. Ford, which is in the best shape of the Detroit Three, has found success in its new Edge, in its F-150 pickup and in a global restructuring that will bring the best products from its overseas operations to the U.S. If there are new labor contracts in place, the domestic automakers also stand to be cost-competitive with the transplants, which will translate to more profit per car, even if selling smaller cars means fewer sales dollars.

A downsized, revitalized U.S. car industry will still be playing catch-up. Millions of car buyers won't consider U.S. brands for some time to come; the perception that they are inferior lingers long beyond the reality that they are not. And foreign competition may increase: companies in Asia, such as China's Chery Automobile and India's Tata Motors, could plant their flags here. Established players like Volkswagen and Hyundai-Kia have plans to build plants in the U.S. by 2012. Which means the sales rate will be exceeded by manufacturing capacity, as it always is.

Either way, the car-buying public is the winner: consumers will see better-built, more fuel-efficient cars and trucks—gas-powered, electric and hybrids—that will meet their every desire. Obama's challenge is to make sure some of them come from Detroit. —WITH REPORTING BY MASSIMO CALABRESI/WASHINGTON ■

Anyone who is in business in 2012 will get business, but a downsized, revitalized U.S. car industry will still be playing catch-up

Bipolar Disorder can affect your job, family, and friends.

You can spend years managing the extreme ups and downs, the mood swings and relapses, trying to control your manic symptoms.

Maybe ABILIFY can help

ABILIFY helps control the symptoms of bipolar mania and reduce the risk of manic relapse. It is used for short-term and maintenance treatment of manic or mixed episodes in adults with Bipolar I Disorder.

ABILIFY was shown to have a low risk of significant weight gain in 3-week clinical trials in adults.*

Hundreds of thousands of adults have been prescribed ABILIFY. ABILIFY is one of many treatment options.

**Ask your healthcare professional if once-a-day
ABILIFY is right for you.**

Individual results may vary.

*Significant weight gain in adults: ABILIFY 2%, sugar pill 3%.

IMPORTANT SAFETY INFORMATION:

Elderly patients with dementia-related psychosis (eg, an inability to perform daily activities due to increased memory loss) taking ABILIFY have an increased risk of death or stroke. ABILIFY is not approved for treating these patients.

Some medicines can increase suicidal thoughts and behaviors in children, teens, and young adults. Serious mental illnesses are themselves associated with an increase in the risk of suicide. When taking ABILIFY call your doctor right away if you have new or worsening mood symptoms, unusual changes in behavior, or thoughts of suicide. Patients and their caregivers should be especially observant within the first few months of treatment or after a change in dose.

- Alert your doctor if you develop very high fever, rigid muscles, shaking, confusion, sweating, or increased heart rate and blood pressure, as these may be signs of a rare but potentially fatal condition called neuroleptic malignant syndrome (NMS)
- If you develop abnormal or uncontrollable facial movements, notify your doctor, as these may be signs of tardive dyskinesia (TD), which could become permanent
- If you have diabetes or have risk factors or symptoms of diabetes, your blood sugar should be monitored. High blood sugar has been reported with ABILIFY and medicines like it. In some cases, extreme high blood sugar can lead to coma or death
- Other risks may include lightheadedness upon standing, seizures, trouble swallowing, or impairment in judgment or motor skills. Until you know how ABILIFY affects you, you should not drive or operate machinery

The common side effects in adults in clinical trials ($\geq 10\%$) include nausea, vomiting, constipation, headache, dizziness, an inner sense of restlessness or need to move (akathisia), anxiety and insomnia. Tell your doctor about all the medicines you're taking, since there are some risks for drug interactions. You should avoid alcohol while taking ABILIFY.

You are encouraged to report negative side effects of prescription drugs to the FDA. Visit www.fda.gov/medwatch, or call 1-800-FDA-1088.

Please read the Important Product Information about ABILIFY on the adjacent page.


ABILIFY
(aripiprazole)
2, 5, 10, 15, 20, 30 mg Tablets

For The Road Ahead
www.abilify.com/bipolardisorder

If you or someone you know needs help paying for medicine,
call 1-888-4PPA-NCW (1-888-477-2649). Or go to www.pgapa.org





IMPORTANT INFORMATION ABOUT ABILIFY

This summary of the Package Insert contains risk and safety information for patients about ABILIFY. This summary does not include all information about ABILIFY and does not take the place of discussions with your healthcare professional about your treatment. Please read this important information before you start taking ABILIFY and discuss any questions about ABILIFY with your healthcare professional.

Name

ABILIFY® (o-lil-i-fil) (aripiprazole) (oie-ri-PIP-re-zall)

What is ABILIFY?

ABILIFY (aripiprazole) is a prescription medicine used for treatment of adult patients with manic or mixed episodes associated with Bipolar I Disorder.

What is Bipolar I Disorder?

Bipolar I Disorder is an illness with symptoms thought to be caused by an imbalance of brain chemicals. People who have Bipolar I Disorder tend to experience extreme mood swings, along with other specific symptoms and behaviors. These mood swings, or "episodes," can take three forms: manic, depressive, or mixed episodes. Common symptoms of a manic episode are: feeling extremely happy, being less sleep than usual, talking too fast and too much, and having more energy and needing less sleep than usual. Common symptoms of a depressive episode include: feelings of overwhelming sadness or emptiness, low energy, a loss of interest in things, trouble concentrating, changes in sleep or appetite, and thoughts of dying or suicide. A mixed episode includes symptoms that are both manic and depressive.

Who should NOT take ABILIFY?

People who are allergic to ABILIFY or to any substance that is in it. Allergic reactions have ranged from rash, hives and itching to difficulty breathing and swelling of the face, lips, or tongue. Please talk with your healthcare professional.

What is the most important information that I should know about ABILIFY?

Elderly patients, diagnosed with psychosis as a result of dementia (for example, an inability to perform daily activities as a result of increased memory loss), and who are treated with antipsychotic medicines including ABILIFY, are at an increased risk of death when compared to patients who are treated with a placebo (sugar pill). ABILIFY is not approved for the treatment of patients with dementia-related psychosis.

Some medicines can increase suicidal thoughts and behaviors in children, teens, and young adults. Serious mental illnesses are themselves associated with an increase in the risk of suicide. When taking ABILIFY call your doctor right away if you have new or worsening mood symptoms, unusual changes in behavior, or thoughts of suicide. Patients and their caregivers should be especially observant within the first few months of treatment or after a change in dose.

Serious side effects can occur with any antipsychotic medicine, including ABILIFY. Tell your healthcare professional right away if you have any conditions or side effects, including the following:

Stroke or ministroke in elderly patients with dementia: An increased risk of stroke and ministroke has been reported in clinical studies of elderly patients with dementia (for example, increased memory loss and inability to perform daily activities). ABILIFY is not approved for treating patients with dementia.

Neuroleptic malignant syndrome (NMS): Very high fever, rigid muscles, shaking, confusion, sweating, or increased heart rate and blood pressure may be signs of NMS, a rare but serious side effect that could be fatal.

Tardive dyskinesia (TD): Abnormal or uncontrollable movements of face, tongue, or other parts of body may be signs of a serious condition known as TD, which may be permanent.

High blood sugar and diabetes: Patients with diabetes and those having risk factors for diabetes (for example, obesity, family history of diabetes), as well as those with symptoms such as unexpected increases in thirst, urination, or hunger should have their blood sugar levels checked before and during treatment. Increases in blood sugar levels (hyperglycemia), in some cases serious and associated with coma or death, have been reported in patients taking ABILIFY, and medicines like it.

Orthostatic hypotension: Lightheadedness or faintness caused by a sudden change in heart rate and blood pressure when rising too quickly from a sitting or lying position (orthostatic hypotension) has been reported with ABILIFY.

Suicidal thoughts: If you have suicidal thoughts, you should tell your healthcare professional right away.

Dysphagia: Medicines like ABILIFY have been associated with swallowing problems (dysphagia). If you had or have swallowing problems, you should tell your healthcare professional.

What should I talk to my healthcare provider about?

Patients and their families or caregivers should watch for new or worsening mood symptoms, unusual changes in behavior and thoughts of suicide, as well as for anxiety, agitation, panic attacks, difficulty sleeping, irritability, hostility, aggressiveness, impulsivity, restlessness, or extreme hyperactivity. Call your healthcare provider right away if you have thoughts of suicide or if any of these symptoms are severe or occur suddenly. Be especially observant within the first few months of antidepressant treatment or whenever there is a change in dose.

Tell your healthcare provider:

- About any medical conditions you may have
- Whether you're taking any other prescription or nonprescription (over-the-counter) medicines
- Whether you're pregnant, plan to become pregnant, or are breast-feeding
- If you or anyone in your family has had seizures
- If you or anyone in your family has had high blood sugar or diabetes

What should I avoid when taking ABILIFY (aripiprazole)?

- Avoid overheating and dehydration
- Avoid driving or operating hazardous machinery until you know how ABILIFY affects you
- Avoid drinking alcohol
- Avoid breast-feeding an infant

What are the possible side effects of ABILIFY?

Common side effects in adults include: nausea, vomiting, constipation, headache, dizziness, an inner sense of restlessness or need to move (akathisia), anxiety and insomnia.

It is important to contact your healthcare professional if you experience prolonged, abnormal muscle spasms or contraction which may be signs of a condition called dystonia.

What percentage of people stopped taking ABILIFY due to side effects?

In clinical trials, the percentage of adults who discontinued taking ABILIFY due to side effects was ABILIFY (11%) and for patients treated with sugar pill (9%).

Can I safely take ABILIFY while I'm taking other medications?

ABILIFY can be taken with most drugs; however, taking ABILIFY with some medicines may require your healthcare professional to adjust the dosage of ABILIFY.

Some medicines* include:

- ketoconazole (NIZORAL®)
- quinine (QUINIDEX®)
- fluoxetine (PROZAC®)
- paroxetine (PAXIL®)
- carbamazepine (TEGRETOL®)

It is important to tell your healthcare professional about all the medicines you're taking, just to be sure.

General advice about ABILIFY:

- ABILIFY is usually taken once a day, with or without food
- ABILIFY should be kept out of the reach of children and pets
- Store ABILIFY Tablets and the Oral Solution at room temperature
- For patients who must limit their sugar intake, be aware that ABILIFY Oral Solution contains sugar
- For patients who cannot metabolize phenylalanine (those with phenylketonuria or PKU), ABILIFY DISCMELT® contains phenylalanine
- If you have additional questions, talk to your healthcare professional

Find out more about ABILIFY:

Additional information can be found at www.abilify.com/bipolar1disorder

* NIZORAL is a registered trademark of Janssen Pharmaceutica; QUINIDEX is a registered trademark of Wyeth Pharmaceuticals; PROZAC is a registered trademark of Eli Lilly and Company; PAXIL is a registered trademark of GlaxoSmithKline; TEGRETOL is a registered trademark of Novartis Pharmaceuticals.

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Distributed and marketed by Otsuka America Pharmaceutical, Inc., Rockville, MD 20850 USA.
Marketed by Bristol-Myers Squibb Company, Princeton, NJ 08543 USA.
U.S. Patent Nos. 5,006,528; 6,977,257; and 7,115,587.



Extra Money

To read Justin Fox's daily take on business and the economy, go to time.com/curiouscapitalist



Private Equity Hangs On

The buyout guys were on top of the heap before the bust. Can they avoid being plowed under?

BACK WHEN WE HAD A FUNCTIONING FINANCIAL SYSTEM, the guys who ran private-equity (PE) firms stood very near its pinnacle. "The new kings of capitalism," the *Economist* called them. The kings of birthday parties too: the \$3 million 60th-birthday bash for Blackstone Group chief Stephen Schwarzman in February 2007 will go down in history as a glaring sign that the boom was about to go bust.

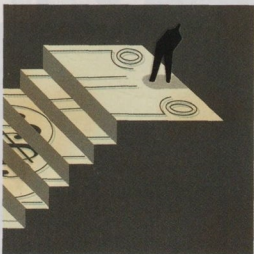
But Schwarzman, unlike several Wall Street kingpins at his party, remains gainfully employed. His pay at Blackstone dropped to \$350,000 in 2008 from \$180 million the year before, but he'll manage. The failure of a hedge fund run by Carlyle Group, another big private-equity firm, played a bit part in the March 2008 minipanic that brought down Bear Stearns, but Carlyle as a whole is still chugging along. Private equity may not be thriving, but it is at least still standing.

This is in large part because of how PE firms are structured: they lock up investors' money for a decade and rake in 2% annual fees even when their investments tank. When they borrow money to buy a company, the debt gets stuck on the company's books, not theirs. As a result, most have been able to effectively hold their breath through the turmoil.

They can't hold it forever, though, and what happens next is Topic A in private-equity circles. Everybody agrees there's a shakeout on the way; at industry conferences one hears predictions that anywhere from 20% to 50% of PE firms will go out of business. There's less agreement about the survivors. Will they land back atop the financial heap and continue to steer a big

part of the U.S. (and the global) economy? Will the top students at the top business schools still pine for PE jobs? Or was the PE boom just an artifact of a three-decade debt bubble that will be deflating for years?

First, some background: *private equity* refers to what in the 1980s was called the leveraged buyout (LBO). LBO artists such as Henry Kravis and Carl Icahn borrowed lots of money on the junk-bond market built by financier



Michael Milken and used it to finance takeovers—sometimes hostile ones—of struggling corporations. During the recession of the early 1990s, the LBO business faltered, and many predicted its demise. But buyout funds re-emerged under the more genteel moniker *private equity*, eschewed hostile takeovers, reliably outperformed the S&P 500 and grew to be a far bigger force than they ever were in the 1980s. From 2005 through mid-2007, PE firms—loaded with cash from pension funds, college endowments and sovereign wealth funds, and able to borrow trillions more from banks and bond investors—went on an unprecedented buying spree, snapping up the likes of Chrysler, Dunkin' Brands, Harrah's, Hertz, and Hospital Corp. of America in hopes of later selling them to the public or to another

company or even to another PE fund.

Now comes the hangover. Funds launched in 2005 and 2006, which invested most of their capital at the market peak, will struggle ever to turn a profit. But research firm Preqin reports that of \$2.5 trillion in private-equity assets worldwide at the end of 2008, \$1 trillion was "dry powder"—cash that hadn't been invested. There are lots of cheap companies out there, and private-equity firms with cash on hand will surely hit a few home runs with investments made in the coming years.

After that, what you think of the industry's future depends on what you think has enabled it to make so much money in the past. The optimists argue that PE firms profit by being good at governing corporations. "When you've got overly ambitious and hardworking people who are putting their own money at risk," said Carlyle Group managing director David Rubinstein when I got him on the phone, "it's an alignment of interests with management and shareholders that will always enable private equity to make money."

But Rubinstein didn't deny that easy credit also boosted profits. And at the Buyouts East conference in New York City in late March, I heard another industry veteran, George Siguler of the firm Siguler Guff & Co., paint a grim picture of private-equity returns in a deleveraging and struggling economy. "The available universe of companies that buyouts can buy is essentially mediocre companies, and mediocre companies are going to have a much tougher time," he said.

What does it mean for the rest of us if he's right? Top-of-the-class M.B.A.s would have to find other careers, and pension funds and endowments would lose some money. But there's a silver lining: Among the greatest bargains in investing right now, Siguler said, are brand-name giants such as General Electric and Boeing. Private-equity firms can't afford to buy them. You and I can, a share at a time. ■

Everybody agrees there's a shakeout on the way; experts predict that 20% to 50% of existing private-equity firms will go out of business

How Obama Is Using The Science of

Change



It's more than a campaign slogan. Inside the White House's plan to employ behavioral economics to promote its agenda—and fundamentally alter the way Americans live

BY MICHAEL GRUNWALD

TWO WEEKS BEFORE ELECTION Day, Barack Obama's campaign was mobilizing millions of supporters; it was a bit late to start rewriting get-out-the-vote (GOTV) scripts. "BUT, BUT, BUT," field director Mike Moffo wrote to Obama's GOTV operatives nationwide, "What if I told you a world-famous team of genius scientists, psychologists and economists wrote down the best techniques for GOTV scripting?!? Would you be interested in at least taking a look? Of course you would!"

Moffo then passed along guidelines and a sample script from the Consortium of Behavioral Scientists, a secret advisory group



of 29 of the nation's leading behaviorists. The key guideline was a simple message: "A Record Turnout Is Expected." That's because studies by psychologist Robert Cialdini and other group members had found that the most powerful motivator for hotel guests to reuse towels, national-park visitors to stay on marked trails and citizens to vote is the suggestion that everyone is doing it. "People want to do what they think others will do," says Cialdini, author of the best seller *Influence*. "The Obama campaign really got that."

The existence of this behavioral dream team—which also included best-selling authors Dan Ariely of MIT (*Predictably*

Irrational) and Richard Thaler and Cass Sunstein of the University of Chicago (*Nudge*) as well as Nobel laureate Daniel Kahneman of Princeton—has never been publicly disclosed, even though its members gave Obama white papers on messaging, fundraising and rumor control as well as voter mobilization. All their proposals—among them the famous online fundraising lotteries that gave small donors a chance to win face time with Obama—came with footnotes to peer-reviewed academic research. "It was amazing to have these bullet points telling us what to do and the science behind it," Moffo tells TIME. "These guys really know what makes people tick."

President Obama is still relying on behavioral science. But now his Administration is using it to try to transform the country. Because when you know what makes people tick, it's a lot easier to help them change.

The Nudge Factor

WE ALL KNOW OBAMA WON THE ELECTION because he looked like change, sounded like change and never stopped campaigning for change. But he didn't call for just change in Washington—or even just change in America. From his declarations that "change comes from the bottom up" to his admonitions about "an era of profound irresponsibility," Obama called for change in *Americans*. And not just in bankers or insurers—in all of us. His Zen koan, "We are the change we've been waiting for," may sound like New Age gibberish, but it's at the core of his agenda.

In fact, Obama is betting his presidency on our ability to change our behavior. His top priorities—the economy, health care and energy—all depend on it. We need to spend more money now to avert a short-term depression, then save more money later to secure our long-term economic future. We need to consume less energy in order to reduce our oil imports and carbon emissions as well as our household expenses. We need to quit smoking, lay off the Twinkies and avoid other risky behaviors that both damage our personal health and boost the costs of care that are ravaging the nation's fiscal health. Basically, we need to make better choices—about mortgages and credit cards, insurance and retirement plans—so we won't need bailouts down the road.

The problem, as anyone with a sweet tooth, an alcoholic relative or a maxed-out Visa card knows, is that old habits die hard. Temptation is strong. We are weak. We've got plenty of gurus, talk-show

hosts and celebrity spokespeople badgering us to save energy, lose weight and live within our means, but we're still addicted to oil, junk food and debt. It's fair to ask whether we're even capable of changing.

But the latest science suggests that yes, we can. Studies of all kinds of human frailties are revealing how to help people change—not only through mandates or financial incentives but also via subtler nudges that preserve our freedom to make choices while encouraging us to make better ones, from automatic-enrollment 401(k) plans that require us to opt out if we don't want to save for retirement to smart meters that warn us about how much energy we're using. These nudges can trigger huge changes; in a 2001 study, only 36% of women joined a 401(k) plan when they had to sign up for it, but when they had to opt out, 86% participated.

It's no coincidence that Obama's budget proposes an ambitious program of automatic-enrollment pensions for workplaces that don't offer 401(k)s or that his stimulus package has billions of dollars for smart meters. Behavioral science—especially the burgeoning field of behavioral economics that has been popularized by *Freakonomics*, *The Wisdom of Crowds*, *Predictably Irrational*, *Nudge* and *Animal*

'People want to do what they think others will do. The Obama campaign really got that.'

—ROBERT CIALDINI, PSYCHOLOGIST
AND AUTHOR OF THE BEST
SELLER *INFLUENCE*

Spirits, which is the new must-read in Obamaworld—is already shaping dozens of Administration policies. "It really applies to all the big areas where we need change," says Obama budget director Peter Orszag.

Orszag has been an unabashed behavioral geek ever since he read that 401(k) study. His deputy, Jeff Liebman of Harvard, is a noted behavioral economist, as are White House economic adviser Austan Goolsbee of the University of Chicago, Assistant Treasury Secretary nominee Alan Krueger of Princeton and several other key aides. Sunstein has been nominated to be Obama's regulatory czar. Even National Economic Council director Larry Summers has done work on behavioral finance. And Harvard economist Sendhil Mullainathan is organizing an outside network of behavioral experts to provide the Administration with policy ideas.

Making Change.

It's hard to get people to alter their behavior. But researchers say these are the best strategies

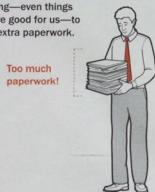
1 Make It Clear

Studies suggest that better information—about energy use, our diets, our mortgages, our credit cards—can help us make better choices. Public outreach and celebrity spokespeople can help; strict rules requiring disclosure and clarity can help more.



2 Make It Easy

We are an inertial species. We are much likelier to save for retirement or be organ donors if we are automatically signed up to do so as a default and have to take action to opt out. We'll do almost anything—even things that are good for us—to avoid extra paperwork.



Obama has a community organizer's appreciation for human motivation, and his rhetoric often sounds as if it's straight out of a behavioral textbook. He has also read *Nudge*, which inspired him to pick his friend Sunstein—best known as a constitutional scholar—to run the Office of Information and Regulatory Affairs, the obscure but influential corner of the Office of Management and Budget where federal regulations are reviewed and rewritten. "Cass is one of the people in the Administration he knows best," says Thaler, the founder of behavioral economics and co-author of *Nudge*. "He knew what he was doing when he gave Cass that job."

The first sign of the behavioralist take-over surfaced on April 1, when Americans began receiving \$116 billion worth of payroll-tax cuts from the stimulus package. Obama isn't sending us one-time rebate checks. Reason: his goal is to jump-start consumer spending, and research has shown we're more likely to save money rather than spend it when we get it in a big chunk. Instead, Obama made sure the tax cuts will be paid out through decreased withholding, so our regular paychecks will grow a bit and we'll be less likely to notice the windfall. The idea, an aide explains, is to manipulate us into spending the extra cash.

Obama's efforts to change us carry a clear political risk. Republicans already portray him as a nanny-state scold, an elitist Big Brother lecturing us about inflating our tires and reading to our kids. We elected a President, not a life coach, and we might not like elected officials' challenging our right to be couch potatoes. Obama's aides seem to favor nudges that preserve free choice over heavy-handed regulation, an ap-

proach Thaler and Sunstein, the co-authors of *Nudge*, call "libertarian paternalism." But it's still paternalism, and Sunstein will have the power to put it into action. The idea of public officials, even well-meaning ones, trying to engineer our private behavior to produce change can seem a bit creepy.

But face it: Obama is right. Our emissions are boiling the planet, and most of our energy use is unnecessary. Our health expenditures are bankrupting the Treasury, and most of our visits to the doctor can be traced to unhealthy behavior. We do need to change, and we know it.

So why don't we? And how can we? The behaviorists have ideas, and the Administration is listening.

Economics for the Real World

OBAMA HAS PLEDGED THAT HIS BANK-regulation overhaul would be based "not on abstract models ... but on actual data on how actual people make financial decisions." That's a plain-English way of saying it will be guided by behavioral economics, not neoclassical economics.

Neoclassical economics—another University of Chicago specialty—has ruled our world for decades. It's the doctrine that markets know best: when government keeps its hands off free enterprise, capital migrates to its most productive uses and society prospers. But its elegant models rely on a bold assumption: rational decisions by self-interested individuals create efficient markets. Behavioral economics challenged this assumption, and the financial meltdown has just about shattered it; even former Fed chairman Alan Greenspan confessed his Chicago School worldview has been shaken. "We

couldn't have planned a better marketing campaign for behavioral economics," MIT's Ariely quips.

Behavioral economics doesn't ignore the market forces that were all-powerful in Econ 101, but it harnesses forces traditionally consigned to Psych 101. Behaviorists have always known we don't really act like the superrational *Homo economicus* of the neoclassical-model world. Years of studies of patients who don't take their meds, grownups who have unsafe sex, and other flawed decision makers have chronicled the irrationality of *Homo sapiens*. Some of our foibles are quite specific, like overvaluing things we have, overeating food in larger containers and overestimating the probability of improbable events—the quirk that made the Meet Barack Obama fundraising lottery such a smart idea. But in general, we're ignorant, shortsighted and biased toward the status quo. We're not as smart as Larry Summers. We procrastinate. Our impulsive ids overwhelm our logical super-egos. We plan to lose weight, but ooh—a cupcake! We're especially irrational about money; we'll pay more for the same thing if we can use a credit card, if we think it's on sale, if it's marketed with photos of attractive women. No wonder we apply for mortgages we can't afford. No wonder our bankers approve them.

"We truly want to make better choices," explains Yale economist Dean Karlan. He's a co-founder of stickK.com, where users make binding "commitment contracts" to forfeit money to friends or charities—or even "anti-charities" they despise—if they fail to quit smoking, lose weight or meet other goals they set for themselves. "But we need help to get us there."

3 Make It Popular

Nothing drives behavior more than the power of conformity. Research shows that homeowners are most likely to save energy, weatherize or recycle when they think everyone else is doing it. Now we need healthy living and financial responsibility to become social norms too.



The Need to Know

THE FIRST STEP IS KNOWLEDGE. STUDIES suggest that better information—from public-service announcements, appeals by respected figures, even serial dramas to help reduce teen pregnancy and other social ills in developing countries—can assist us in making better choices. There was a run on energy-efficient lightbulbs after Oprah urged viewers to buy them; similarly, Michelle Obama's White House vegetable garden is intended to urge us toward fresh produce. We don't all realize that idling our cars wastes more energy than turning them off and on, or that granola is high in fat. And some of our choices are simply bewildering, which is why it's so easy to stumble into hidden fees and balloon payments tucked in the fine print of our mortgages. Even Ph.D.s can get confused by our society's paperwork; Thaler and Sunstein tell a story in *Nudge* about struggling to help a health economist pick a prescription-drug plan for her parents.

Nudge calls for aggressive rules for disclosure and clarity, to help us make more informed decisions about home loans, student loans, credit cards, health-care plans and retirement plans. Thaler points to an Executive Order, signed by Obama on his second day in office, that calls for new transparency through new technologies. "That's exactly what this is about," Thaler says. "If instead of the 30 pages of unintelligible crap that comes with a mortgage, you can upload it with one click to a website that will explain it and help you shop for alternatives, you make it as easy as shopping for a hotel."

More information can make us healthier too, which is why the stimulus poured

\$1.1 billion into "comparative effectiveness" research. Orszag has reams of charts showing that medical tactics and costs vary wildly across the country, with little regard for what works. He'd like to document best practices—from emergency-room to-do lists that dramatically reduce infections to protocols for when pricey tests and surgeries really help—and then have all medical providers adopt them. This approach has helped American anesthesiologists reduce deaths as well as costs.

But information alone isn't enough. We all know we shouldn't smoke or pig out on fudge, but knowledge isn't as powerful as motivation; even Summers could stand to lose a few pounds. Old behavioralist joke: How many psychologists does it take to change a lightbulb? Answer: Just one, but the bulb really has to want to change.

It's Got to Be Easy

ECON 101 RELIES ON PRICES TO PROMOTE change, and it's true that \$4 gas got us to drive less. But prices aren't everything.

Even when utilities will pay for efficiency upgrades that will save us money for years, we're unlikely to make retrofits—unless the utilities take care of the schlep factors, like finding contractors and inspecting the work. Cheap is alluring; easy can be irresistible.

This is why default options pack such power. Most of us will save for retirement, run our computers in energy-efficient mode and be organ donors if we have to take action to say no—but not if we have to take action to say yes. Almost nobody signed up for a German utility's clean-energy plan until it became the default, and then 94% stuck with it. We're also much likelier to go to the

4 Make It Mandatory

Sometimes nudges aren't enough. When government really wants people to behave in a certain way, it can make it the law—through mandates for efficient appliances or health insurance, or limits on carbon emissions or financial leverage, or outright bans on drugs or exotic mortgages.



doctor for preventive care like flu shots if the appointment is made for us. In a speech last year, Orszag even suggested charging us for doctor's appointments unless we take action to cancel, though he conceded that might sound "a little crazy at first blush or even second blush."

More along these lines is heading our way. The Administration hopes to harness our inertia with its automatic pension plan, a major step toward universal savings accounts, and by dramatically simplifying applications for federal tuition aid. Its push to computerize health-care records—another big-ticket stimulus item—could make generic drugs and cost-effective procedures our default treatments. And seniors who don't select health-care or drug plans could be automatically enrolled in low-cost options. "It would be nice if we all behaved like supercomputers, but that's not how we are," Orszag says.

While Obama's economists search for pain-free, hassle-free solutions to our easy-way-out instincts, his rhetoric often aims to build our tolerance for pain and hassle. He urges us to snap out of denial, to accept that we're in for some prolonged discomfort but not to wallow in it, to focus on our values. That happens to sound a lot like "acceptance and commitment therapy," the latest advance in behavioral psychology. Instead of assisting smokers to ignore cravings and chronic-pain sufferers to think about other things—the old denial approach—acceptance therapy pushes patients to acknowledge negative thoughts and then overcome them by focusing on values. Even a small amount of this approach seems to help smokers quit, dieters lose weight and patients with diabe-

tes or chronic pain stay out of the hospital. University of Nevada, Reno, psychologist Steven Hayes believes our Prozac culture has trained us to avoid all discomfort, leaving us reluctant to exercise or adjust our thermostats. "We're supposed to be happy-happy-joy-joy all the time," Hayes says. "Obama is trying to help us get past that."

But Obama is no therapist changing individuals one at a time. He's an organizer trying to build community and inspire collective action through house parties and Facebook as well as rhetoric about shared values. In other words, he's trying to create social norms—behavioral change's killer app.

Everybody's Doing It!

WHICH MESSAGE WOULD PERSUADE HOMEOWNERS to save electricity: a call to their environmental conscience, or an appeal to their wallet? Cialdini tested those approaches in a San Diego experiment, and the answer was neither. What worked was an appeal to conformity. Residents used less power when they were told their neighbors were using less power. We're a herdlike species, more likely to be obese if our peers are.

In a 2005 study, Alan Gerber of Yale got Michigan voters to increase their turnout on an amazing 8.6% with a single peer-pressure mailer that listed the previous voting records of their neighbors and noted that a follow-up would be sent indicating who voted this time. (The Obama campaign actually priced out a similar mailer but decided not to risk a backlash.) And shame works; even some AIG executives gave up bonuses. Cialdini says brain imaging shows that when we think we're out of step with our peers, the part of our brain that registers pain shifts into overdrive. "It's an incredibly powerful spur to action," he says.

Social norms help explain the attraction of opt-out 401(k)s as well: it's not just that we're too lazy to check a box but also that we assume the default is the accepted thing to do. Obama's push to weatherize millions of homes—another stimulus bonanza—will require new norms. In Oregon, a countywide program to upgrade windows and insulation at almost no cost to homeowners got a tepid response. But after an intense mobilization campaign—through citizen councils, churches and Girl Scouts who went door-to-door asking residents why they hadn't weatherized yet—85% of the county enrolled. "What worked was creating a sense that we're all in this together and you're a social deviant if you don't join us," recalls Ralph Cavanagh of the Natural Resources Defense Council. This is why community report cards help promote preventive health care and why interdem conser-

Change Agents

The Obama Administration is swarming with practitioners and disciples of behavioral economics. They're already looking for ways to change the way we behave



CASS SUNSTEIN

Nominee to be regulatory czar; co-author of behavioral-economics manifesto *Nudge*



PETER ORSZAG

Obama's budget director; obsessed with behavioral economics



AUSTAN GOOLSBEE

White House economic aide; behavioral economist at the University of Chicago



JEFF LIEBMAN

Executive associate budget director; behavioral economist at Harvard



ALAN KRUEGER

Assistant Treasury Secretary nominee; behavioral economist at Princeton



LARRY SUMMERS

Not strictly considered a behavioralist, but he's done work in behavioral finance

vation competitions help colleges save energy. And this is why Administration officials—after their crash course in run-on-the-bank mentalities cited in *Animal Spirits*—are trying to boost consumer confidence into a social norm.

Sometimes We Need a Shove

BUT WE'RE NOT LIKELY TO SPEND IF WE DON'T HAVE MONEY. And we can't take public transit if there's none in our neighborhood. The bully pulpit has limits—Michelle Obama has literally urged us to eat our broccoli, but she can't make it taste like fudge. "I like nudges, but sometimes we need to do more," says Harvard's Mullainathan. Sometimes we need a shove. The research proves change can come about when it's easy and popular, but making it lucrative—or even mandatory—can make sure it happens.

This is one reason there's new interest in taxing gas, alcohol, electricity and even trans fats to discourage undesirable behaviors while closing budget gaps. Obama has already hiked taxes on cigarettes and wants to end tax breaks for drilling and offshoring. He seems even

more eager to subsidize desirable behaviors like saving, teaching, weatherizing and buying fuel-efficient cars and energy-efficient appliances. Of course, his energy policy goes beyond incentives; he wants a strict national cap on carbon emissions. He has also signaled openness to a national health-insurance mandate.

If neoclassical economics wants government to let us alone to do what we want, behavioral economics leaves room for government action to help us do what we would really want if we were rational agents. Unfortunately, the qualities that have crippled Washington in recent years—inertia, denial, allergy to complexity, preference for short-term gratification over long-term planning—are our own flaws writ large. Members of Congress are people too; they're likely to embrace change only when it's easy, popular and rewarding. Do we really want them trying to change us?

Michelle Obama warned us during the campaign, "[Barack] is going to demand that you shed your cynicism, that you put down your divisions, that you come out of your isolation, that you move out of your comfort zones, that you push yourselves to be better." The President reinforced this in his Inaugural Address when he urged Americans to set aside childish things and choose hope over fear.

But we don't need to change our hearts like that. Opt-out 401(k)s, simpler mortgage applications, programmable thermostats and cost-effective medical protocols can help us do the right things even if we remain ignorant, lazy, greedy and obsessed with childish things. It doesn't matter if we save energy because we care about the earth or our money or our neighbors; we just need to save energy. The government just needs to provide the right rules, incentives and nudges to help us make the right choices. It would be nice if Obama could change our social norms so that green living and healthy eating and financial responsibility would be new ways of keeping up with the Joneses. But it would be enough if he changed Washington's social norms. We need better policies, not better attitudes.

Behavioral literature can be a depressing window on human folly. But it offers us ways to transcend our folly, to restrain our ills, to harness our conformity and inertia and weakness in order to do less of the things that hurt us and our country. "In the physical world, we understand our limitations," Ariely says. "Nobody gets upset because we can't fly. We just design something to help us fly." If Obama can help us fly from our bad habits, he'll provide the change we need. ■

Thank Goodness.



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Post Shredded Wheat. Thank Goodness.

The Dark Side of Recruiting

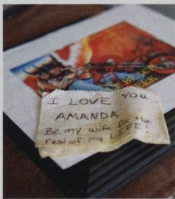
Persuading young Americans to join a wartime Army is never easy. But the pressures on recruiters in one Texas battalion have been deadly

BY MARK THOMPSON

WHEN ARMY STAFF SERGEANT Amanda Henderson ran into Staff Sergeant Larry Flores in their Texas recruiting station last August, she was shocked by the dark circles under his eyes and his ragged appearance. "Are you O.K.?" she asked the normally squared-away soldier. "Sergeant Henderson, I am just really tired," he replied. "I had such a bad, long week, it was ridiculous." The previous Saturday, Flores' commanders had berated him for poor performance. He had worked every day since from 6:30 a.m. to 10 p.m., trying to persuade the youth of Nacogdoches to wear Army green. "But I'm O.K.," he told her.

No, he wasn't. Later that night, Flores hanged himself in his garage with an extension cord. Henderson and her husband Patrick, both Army recruiters, were stunned. "I'll never forget sitting there at Sergeant Flores' memorial service with my husband and seeing his wife crying," Amanda recalls. "I remember looking over at Patrick and going, 'Why did he do this to her? Why did he do this to his children?'" Patrick didn't say anything, and Amanda now says Flores' suicide "triggered" something in her husband. Six weeks later, Patrick hanged himself with a dog chain in their backyard shed.

The wars in Iraq and Afghanistan are now the longest waged by an all-volunteer force in U.S. history. Even as soldiers rotate back into the field for multiple and extended tours, the Army requires a constant sup-



Mementos of a recruiter marriage
Amanda Henderson with a photo of Patrick during his tour in Iraq, right; his handwritten proposal to her, above

ply of new recruits. But the patriotic fervor that led so many to sign up after 9/11 is now eight years past. That leaves recruiters with perhaps the toughest, if not the most dangerous, job in the Army. Last year alone, the number of recruiters who killed themselves was triple the overall Army rate. Like posttraumatic stress disorder and traumatic brain injury, recruiter suicides are a hidden cost of the nation's wars.

The Wartime Challenge

BEHIND THE NEAT DESKS AND PATRIOTIC posters in 1,650 Army recruiting stations on Main Streets and in strip malls is a work environment as stressful in its own way as combat. The hours are long, time off is rare, and the demand to sign up at least two recruits a month is unrelenting. Soldiers who have returned from tours in Iraq and Afghanistan now constitute 73% of recruiters, up from 38% in 2005. And for many of them, the pressure is just too much. "These kids are coming back from Iraq with problems," says a former Army officer who recently worked in the Houston Recruiting Battalion.

The responsibility for providing troop replacements falls to the senior non-commissioned officers who have chosen to make recruiting their career in the U.S. Army Recruiting Command (USAREC). They in turn put pressure on their local recruiters to "make mission" and generate the recruits—sometimes by any means



necessary. Lawrence Kagawa retired last July after more than 20 years in uniform; he spent the latter half as a highly decorated recruiter, and his tenure included a stint in the Houston battalion from 2002 to 2005. "There's one set of values for the Army, and when you go to Recruiting Command, you're basically forced to do things outside of what would normally be considered to be moral or ethical," he says.

Because station commanders and their bosses are rated on how well their subordinates recruit, there is a strong incentive to cut corners to bring in enlistees. If recruiters can't make mission legitimately, their superiors will tell them to push the envelope. "You'll be told to call Johnny or Susan and tell them to lie and say they've never had asthma like they told you, that they don't have a juvenile criminal history," Kagawa says. "That recruiter is going to bend the rules and get the lies told and process the fraudulent paperwork." And if the recruiter refuses? The commander, says Kagawa, is "going to tell you point-blank that 'we have a loyalty issue here, and if I give you a "no" for loyalty on your annual report, your career is over.'"

It's not surprising, then, that some recruiters ignore red flags to enlist marginal candidates. "I've seen [recruiters] make kids drink gallons of water trying to flush marijuana out of their system before they take their physicals," one Houston recruiter says privately. "I've seen them forge signatures." Sign up a pair of enlistees in a month and a recruiter is hailed; sign up none and he can be ordered to monthly Saturday sessions, where he is verbally pounded for his failure.

The military isn't known for treating underperformers with kid gloves. But the discipline can be harder for recruiters to take because they are, in most cases, physically and socially isolated. Unlike most soldiers, who are assigned to posts where they and their families receive the Army's full roster of benefits, 70% of Army recruiters live more than 50 miles (80 km) from the nearest military installation. Lacking local support, recruiters and their spouses turn to Internet message boards. "I hate to say it, but all the horror stories are true!" a veteran Army recruiter advised a rookie online. "It will be three years of hell on you and your family." One wife wrote that instead of coming home at the end of a long workday, her husband was headed "to Super Wal-Mart to find prospects because they're open for 24 hours."

Today's active-duty Army recruiting force is 7,600-strong. Soldiers attend school at Fort Jackson, S.C., for seven weeks before being sent to one of the 38 recruiting battalions across the nation. There they spend their days calling lists of high school seniors



and other prospects and visiting schools and malls. At night, they visit the homes of potential recruits to sell them on one of the Army's 150 different jobs and seal the deal with hefty enlistment bonuses: up to \$40,000 in cash and as much as \$65,000 for college. The manual issued to recruiting commanders warns that, unlike war, in recruiting there will be no victory "until such time when the United States no longer requires an Army." Recruiting must "continue virtually nonstop" and is "aggressive, persistent and unrelenting."

Lone Star Losses

NOWHERE HAS THE PACE BEEN MORE FUNISHING than inside the Houston Recruiting Battalion. One of every 10 of the Army's recruits last year came from Texas—the highest share of any state—and recruiters in Harris County enlisted 1,104, just 37 shy of first-place Phoenix's Maricopa County. The Houston unit's nearly 300 recruiters are spread among 49 stations across southeast Texas. Since 2005, four members recently back from Iraq or Afghanistan have committed suicide while struggling, as recruiters say, to "put 'em in boots." TIME has obtained a copy of the Army's recently completed 2-inch-thick (50 mm) report of the investigation into the Houston suicides. Its bottom line: recruiters there have toiled under a "poor command climate" and an "unhealthy and singular focus on produc-



Suicide Aftermath

Two soldiers' families grope with their loss. View more photos at time.com/recruiting



Where every day is a long day *The Nacogdoches, Texas, recruiting office where Larry Flores and Amanda Henderson worked*

diers publicly humiliated other soldiers," says Montalvo, who left the Army in 2002 after 16 years. "If they don't make mission, they're humiliated and embarrassed."

Several months after Robinson committed suicide, Staff Sergeant Nils Aron Andersson arrived in Houston as a recruiter. Andersson had served two tours in Iraq with the 82nd Airborne and had won a Bronze Star for helping buddies pinned down in a firefight. "I asked him what he did to get it, and he just looked right at me and said, 'Doing my job. Dad, just doing my job,' and that's all he ever said," says his father Robert of Springfield, Ore. "He wouldn't talk to me about Iraq."

Aron, as he was known, had changed in Iraq. Perhaps it was the September 2003 night he gave up his exposed seat in a Black Hawk helicopter to a younger soldier who wanted the thrill of sitting there and who ended up being the only one killed when the chopper flipped on takeoff. Or maybe it was the day Andersson's squad had to destroy a speeding suicide van headed straight at their checkpoint, despite the women and children inside.

Instead of returning for a third tour, Andersson chose recruiting. He trained at Fort Jackson, filed for divorce and joined the Houston battalion in 2005. "They were working the crap out of him," Robert says. "I'd get calls from him at 9:30 at night—11:30 in Houston—and he'd say he was just leaving the recruiting office and starting on his 40-minute drive home." His easygoing son also developed a hair-trigger temper during his time at the River Oaks and Rosenberg recruiting stations. "He wasn't really a salesman," Robert says, "and recruiters are trying to sell something."

Several months into the job, Aron threatened suicide in front of a girlfriend. After Army doctors cleared him, he returned to work. "For the two years he was in Iraq, I'd turn down the street and be terrified there'd be a car with a set of government plates on it when I got home telling me that he'd been killed," his father says. "Suicide was the last scenario I'd ever come up with."

But that was what occurred on March 5, 2007. In the week before his suicide, Andersson was ordered to write three separate essays explaining his failure to line up prospective recruits. A fellow recruiter later told Army investigators that commanders "humiliated" this decorated battlefield soldier during a training session: "He was under a constant grind—credible pressure. He just became numb."

Andersson, 25, stopped by his recruiting

station hours before he died and said he had gotten married that morning to Cassy Walton, whom he had recently met. He seemed in a good mood. "Before leaving, he played a prank on the station commander that made everyone laugh," a fellow recruiter told investigators. But the newlyweds argued that night, and Andersson, inside his new Ford pickup, put the barrel of a Ruger .22-cal. pistol to his right temple and squeezed the trigger. His widow, suffering from psychiatric problems of her own, killed herself the next day with a gun she had just bought.

"That double suicide should have stopped everything," an officer who was in the battalion says privately. Instead, he reports, the leadership in Houston said, "We're just going to keep rolling the way we've been rolling."

Inflated Requirements

THE WAY THINGS ROLLED IN HOUSTON, IT turns out, was especially harsh. Until recently, the Army told prospective recruiters they'd be expected to sign up two recruits a month. "All of your training is geared toward prospecting for and processing at least two enlistments monthly," the Army said on its Recruit the Recruiter website until TIME called to ask about the requirement. Major General Thomas Bostick, USAREC's top general, sent out a 2006 letter declaring that each recruiter "Must Do Two." But if each recruiter did that, the Army would be flooded with more than 180,000 recruits a year instead of the 80,000 it needs. In fact, the real target per recruiter is closer to one a month. Yet the constant drumbeat for two continued.

The Houston battalion's punishing work hours were also beyond what was expected. In June 2007, Bostick issued a written order to the 5th Recruiting Brigade and its Houston battalion requiring commanders to clarify the battalion's fuzzy work-hour policy, which could be read as requiring 13-hour workdays. He demanded a new policy "consistent with law and regulation." The brigade and battalion commanders ignored the order.

By mid-2008, a Houston battalion commander complained to subordinates of

tion at the expense of soldier and family considerations." Most names have been deleted; the Army said those who were blamed by recruiters for the poor work environment didn't want to comment. While some recruiters were willing to talk to TIME, most declined to be named for fear of risking their careers.

Captain Rico Robinson, 32, the Houston battalion's personnel officer, was the first suicide, shooting himself in January 2005. But one of his predecessors, Christina Montalvo, had tried to kill herself a few years earlier, gulping a handful of prescription sleeping pills in a suicide attempt that was thwarted when a co-worker found her. Montalvo says a boss bullied her about her weight. And she was shocked by the abuse that senior sergeants routinely levied on subordinates. "I'd never been in a unit before where sol-

'It's tragic that it took four deaths to bring this to the attention of a U.S. Senator and to ask for a formal investigation.'

—JOHN CORNYN, REPUBLICAN SENATOR FROM TEXAS

"getting numerous calls on recruiters being called 'dirtbags' or 'useless' when they do not accomplish mission each month." He'd heard that recruiters who had been promised birthdays or anniversaries off were being "called back to work on the day of the anniversary and during the birthday and/or anniversary party when they already had family and friends at their homes." To improve morale, the battalion's leadership decided to hold a picnic last July 26. "Family fun is mandatory," read an internal e-mail.

Crying Like a Child

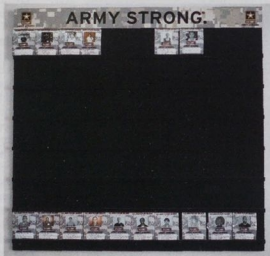
STAFF SERGEANT FLORES, A MARRIED FATHER of two, who'd looked so haggard last August, was the station commander overseeing the pair of recruiting offices in Nacogdoches. The job required the veteran of both Afghanistan and Iraq to dial into two daily conference calls from his office at 7 a.m. and 10 p.m. "On a regular basis, he would complain to me that the 15 to 19 hours we worked daily were too much," a colleague told Army investigators.

When Flores' station failed to make mission, his superiors ordered him to attend what the Army calls "low-production training" in Houston on Saturday, Aug. 2. "When you're getting home at 11 and getting up at 4, it's tough, but it's the dressing down that really got to him," says a recruiter who worked alongside Flores. "They had him crying like a kid in the office, telling him he was no good and that they were going to pull his stripes."

Flores, 26, was told his failure as a station commander meant he'd soon be returning to a basic recruiter's slot. "He was an emotional wreck," said a soldier who spoke with him the evening of Aug. 8. "He said he felt he failed as a station commander," the colleague told investigators. "He had asked me for a firearm. I told him I didn't have one. It actually never crossed my mind that it might have been for himself." Flores hanged himself that night. "The leadership

is the major cause for SFC Flores taking his own life, he was a prideful soldier," a fellow station commander wrote in a statement, carefully noting Flores' posthumous promotion. "I believe this was a snap decision because SFC Flores stated to me that he grew up without a father and he would never do that to his kids."

Amanda Henderson had worked alongside Flores in Nacogdoches. Her husband, Sergeant First Class Patrick Henderson, 35, served at a recruiting office 90 minutes away in Longview. Patrick met Amanda at recruiting school after a combat tour in Iraq, and they married in January 2008. With their new jobs, though, "there was no time for family life at all," Amanda says. While Pat-



Tough sell A board waiting to be filled with new recruits

rick didn't want the assignment, his widow says, the Army told him he had no choice. He masked his disappointment behind a friendly demeanor and an easy smile.

But things got worse after Flores' death. "He just kept saying it was the battalion's fault because of this big bashing session that had taken place" six days before Flores killed himself, Amanda says. "I can't tell you how mad he got at the Army when Flores committed suicide." Two weeks later, Patrick spoke of killing himself and was embarrassed by the fuss it kicked up. "He started to get reclusive," Amanda says now.

"He sounded pretty beat up," a fellow recruiter told investigators later. "He seemed to be upset about recruiting and didn't want to be out here." Patrick was taken off frontline recruiting and assigned to company headquarters. But it didn't stop his downward spiral. The day after a squabble with his wife on Sept. 19, Patrick hanged himself.

A Senator Demands Answers

IT WASN'T UNTIL REPORTS IN THE HOUSTON *Chronicle* provoked Republican Senator John Cornyn of Texas to demand answers

that the Army launched an investigation into the string of suicides. "It's tragic that it took four deaths to bring this to the attention of a U.S. Senator and to ask for a formal investigation," Cornyn says. After Cornyn began asking questions, the Army ordered Brigadier General F.D. Turner to investigate. Recruiters told him that their task is a "stressful, challenging job that is driven wholly by production, that is, the numbers of people put into the Army each month," Turner disclosed Dec. 23 after a two-month probe.

The report found that morale was particularly low in the Houston battalion. Its top officer and enlisted member—Lieut. Colonel Toimu Reeves and Command Sergeant Major Cheryl Broussard—are no longer with the unit. (He left for another post in USAREC; she was removed from her post until an investigation into her role is finished, and she is working in the San Antonio Recruiting Battalion.)

In an interview, General Turner would not discuss the personal lives of the victims, but his report noted that all four were in "failed or failing" relationships. Yet he conceded that "the work environment might have been relevant in their relationship problems." The claim of a failing relationship is denied by Amanda Henderson and by testimony from fellow recruiters. And an Army crisis-response team dispatched to Houston in October to look into last summer's two suicides cited a poor work environment—not domestic issues—as key.

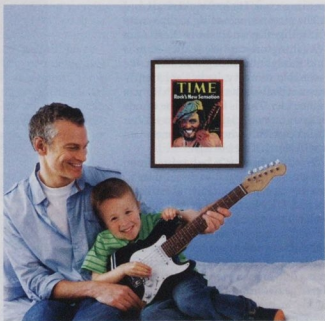
After Turner's report, Lieut. General Benjamin Freakley, head of the Army Accessions Command that oversees USAREC, asked the Army inspector general to conduct a nationwide survey of the mood among Army recruiters. The Army also ordered a one-day stand-down for all recruiters in February so it could focus on proper leadership and suicide prevention. The worsening economy is already easing some of the recruiters' burden, as is the raising of the maximum enlistment age, from 35 to 42. But with only 3 in 10 young Americans meeting the mental, moral and physical requirements to serve, recruiting challenges will continue.

Amanda Henderson, who lost both her husband and her boss to suicide last year, has left that battlefield. "The Army didn't take care of my husband or Sergeant Flores the way they needed to," she says. Though still in the Army, she has quit recruiting and returned to her former job as a supply sergeant at Fort Jackson. Because of the poor economy, she says, she plans to stay in uniform at least until her current enlistment is up in 2011. "Some days I say I've just got to go on," she says. "Other days I'll just sit and cry all day long."

'They had Flores crying like a kid in the office, telling him he was no good and that they were going to pull his stripes.'

—A FELLOW RECRUITER, AFTER FLORES' SUICIDE

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Korea After Kim

He's frail and sick and relies on a once disgraced brother-in-law. But don't expect huge changes when North Korea's leader leaves the stage

BY BILL POWELL

THERE ARE PICTURES RELEASED recently by the Korean Central News Agency, the propaganda arm of the North Korean government, that are meant to give the impression that Kim Jong Il is back running his benighted country after a stroke last summer. And then there are those shown here, of Kim at an indoor swimming pool. He looks old, frail and sick. The pictures, according to diplomats and intelligence analysts in East Asia and Washington, capture reality. Kim is 68, and though it is thought he has made a reasonable recovery, he has apparently not resumed all his duties as North Korea's absolute ruler. That is focusing the minds of analysts on two related questions: Who will succeed Kim when he is gone? And how will North Korea behave?

We know how it's behaving now: badly. Or, as a diplomat in Seoul puts it, throwing an "intercontinental ballistic hissy fit." The North is expected soon to launch a Taepodong II missile, an armament with a range of about 2,500 miles to 2,800 miles (4,000 km to 4,500 km), which would bring Hawaii within its reach. On March 31, Pyongyang announced that it will charge two young American journalists with "hostile acts," claiming that they strayed into North Korean territory from northeastern China. And despite a worsening economy, the regime said it would toss out international-aid workers who were delivering desperately needed food rather than accede to demands from both the U.S. and South Korea that the government allow aid agencies to monitor where the food goes.

But if outwardly it's business as usual for North Korea, internally, things have changed. Analysts say Kim is being aided in running the country by his most trusted deputy, his brother-in-law Chang



Business as usual? Not.

A feeble-looking Kim inspects a swimming complex at a university in Pyongyang

Sung Taek, the husband of Kim's younger sister Kim Kyong Hui. Chang, 63, oversees North Korea's State Security Agency, which includes the regime's notoriously brutal secret police. That position alone, analysts say, makes it unthinkable that Chang is anything other than a hardliner. He climbed the ranks of the ruling party much more quickly than most; more than a decade ago, he began to join Kim on visits to vital military units, where he established close ties to senior commanders. Soon, Kim was sending him on key trips abroad.

Chang, according to a source, is "intelligent and charismatic." Earlier this decade, he started hosting social gatherings at his home, and the parties attracted a following among the North's elite. In Kim's eyes, they became too popular. In 2004, Chang was accused of "fostering factions" and placed under house arrest. "Kim became jealous," says Yang Moo Jin, a professor at the University of North Korean Studies in Seoul. But Kim remained close to his sister, and analysts believe that she played a critical role in getting her husband rehabilitated. In early 2006, Chang appeared at a New Year's party alongside Kim, a signal that all had been forgiven.

If he is helping Kim run the North, Chang has his work cut out for him. Sources in Washington and Seoul acknowledge that there have been reports of discontent within North Korea's military, despite the

fact that Kim has bent over backward to keep the armed forces on his side. He has succeeded in securing loyalty from older, senior officers, intelligence analysts believe. But the economic crisis has put a serious crimp in the cash flows of illicit businesses run by North Korean military officers either directly or through cutouts. Trade with China has plummeted, in part because of the sharp drop in prices for commodities such as zinc and iron ore, which the North exports. That has "seriously cut the incomes of any number of military officials who benefit from that trade," an East Asia intelligence source says.

The decision to cut off U.S. food aid has angered some officers, sources say. A chunk of that aid was diverted by the military for sale in private markets, which have become increasingly important in feeding the population. So halting aid not only risks another humanitarian disaster in the North—Kim presided over a famine that killed nearly a million North Koreans in the 1990s—but also reduces corrupt officers' incomes.

All this has once again raised the possibility of regime change in the North—perhaps by the kind of implosion seen in Eastern Europe nearly 20 years ago. It's a beguiling prospect. But however much the world may want to see 23 million people released from the grip of a detestable regime, the possibility discomfits some South Koreans. Reeling from the global economic crisis, they aren't sure they can afford sudden reunification. And it absolutely petrifies China, which likes having a buffer state not allied with the U.S. between itself and the South.

Even if Kim dies tomorrow, what will come next in North Korea might not be

radically different. "Do not conflate the end of the Kim regime with the end of North Korea as a state," says Andrew Scobell, a political scientist from Texas A&M University, who wrote a paper for the Pentagon last year assessing the North's future. Baek Seung Joo, who watches North Korea at the Korea Institute for Defense Analysis, says, "We have been through a transition before." When Kim Il Sung, Kim Jong Il's father, died suddenly in 1994, Kim Jong Il succeeded with little apparent problem. "Outsiders," Baek says, "constantly underestimate the durability of this government."

Durability is right. Kim had been in power only a few years when the famine struck, but it didn't shake his grip. Ever since then, China has been pressuring him, unsuccessfully, to reform his economy. Kim has been able to resist such demands partly because North Korea is dynastic, with a cult of personality that is freakishly strong; there are no fewer than 30,000 statues and monuments to the Kim family throughout the country. Kim has three sons from which to choose a successor, and it's now become something of a parlor game among analysts to select the front runner. At the moment, that seems to be Kim's youngest son Kim Jong Un, 26, who bears a striking resemblance to his father and is said to be his favorite.

Jong Un's mother Ko Young Hee, a former dancer, was Kim's third wife. Analysts say that before she died of breast cancer in 2004, she pushed Kim to name one of their two sons as his successor. (Kim's third son is by a different wife.) By 2007, Jong Un and his older brother Kim Jong Chul were enrolled in a program created specifically for them at Kim Il Sung Military University. Kim is said by his former sushi chef, Kenji Fujimoto, who wrote a memoir of his days in the North, to think that Jong Chul was "soft and effeminate." But he adores Jong Un, who Fujimoto says has a hot temper, like his father. There are unconfirmed reports that earlier this year, Kim officially singled out Jong Un as his successor.

Intelligence sources concede they are in the dark about any relationship between Kim Jong Un and Chang. If Kim died suddenly, analysts think, Chang would become the de facto leader even if one of the sons was put forward as a front man to maintain the dynasty. That implies that in all likelihood, the post-Kim Jong Il era will look a lot like the present. The country's unifying ideology, called *juche*, is usually translated as "self-reliance." But as a Western diplomat in Seoul says, "it's more like 'up yours.'" No sign of that changing. ■



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Danger coming
*These Verreaux's
sifaka lemurs
are threatened
by the steady
loss of their
forest habitat in
Madagascar*



SPECIAL REPORT

The New Age of Extinction

As the globe warms, more than the climate is endangered. Species are vanishing at a scary rate. We're the cause—but we're also the solution

BY BRYAN WALSH/MADAGASCAR



Madagascar's Vanishing Treasures



Moon Moth
One of the world's
biggest moths—
while it lasts



Panther Chameleon
Males of the species can
grow to almost 2 ft. long

THERE ARE AT LEAST 8 MILLION unique species of life on the planet, if not far more, and you could be forgiven for believing that all of them can be found in Andasibe. Walking through this rain forest in Madagascar is like stepping into the library of life. Sunlight seeps through the silky fringes of the *Ravenia louvelii*, an endangered palm found, like so much else on this African island, nowhere else. Leaf-tailed geckos cling to the trees, cloaked in green. A fat Parson's chameleon lies lazily on a branch, beady eyes scanning for dinner. But the animal I most hoped to find, I don't see at first; I hear it, though—a sustained groan that electrifies the forest quiet. My Malagasy guide, Marie Razafindrasolo, finds the source of the sound perched on a branch. It is the black-and-white indri, largest of the lemurs—a type of small



Aye-Aye
Spectacularly strange, it uses its long
middle finger to dig grubs from trees



An Island Apart

Madagascar split from India 80 million to 100 million years ago. All that time in virtual isolation meant that wildlife on the island followed its own evolutionary path. This helped produce unique species like the fossa, a catlike carnivore with the agility of a squirrel and the attitude of a wolverine.

Leaf-Tailed Gecko

This threatened lizard has more teeth fitted into its mouth than any other land animal



ILLUSTRATION: NANCY AB JENKINS; PHOTOGRAPHY: JEFFREY M. HAYES

Ploughshare Tortoise
Prized as a pet,
it's one of the
rarest tortoises
on Earth



Lowland Streaked Tenrec
The spiny worm eater is so
far still plentiful



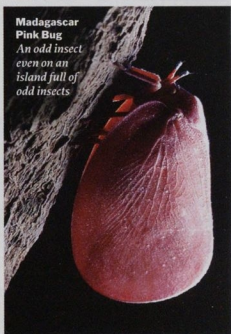
Fossa

The catlike carnivore is among the
fiercest animals left in Madagascar

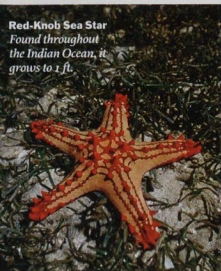


**Madagascar
Pink Bug**

An odd insect
even on an
island full of
odd insects



Red-Knob Sea Star
Found throughout
the Indian Ocean, it
grows to 1 ft.



**Golden
Mantella Frog**
Critically
endangered and
found in only
a few spots,
it is highly
vulnerable to
climate change





Dead forests Madagascar has lost more than 80% of its forests, chiefly to the slash-and-burn style of rice-farming known as tavy, which exhausts the soil as it destroys habitats

primate found only in Madagascar. The cry is known as a spacing call, a warning to other indris to keep their distance, to prevent competition for food. But there's not much risk of interlopers. The species—like many other lemurs, like many other animals in Madagascar, like so much of life on Earth—is endangered and dwindling fast.

Madagascar—which separated from India 80 million to 100 million years ago before eventually settling off the southeastern coast of Africa—is in many ways an Earth apart. All that time in geographic isolation made Madagascar a Darwinian playground, its animals and plants evolving into forms utterly original. They include species as strange-looking as the pygmy mouse lemur—a chirping, palm-size mammal that may be the smallest primate on the planet—and as haunting as the carnivorous fossa, a catlike animal about 30 in. long. Some 90% of the island's plants and about 70% of its animals are endemic, meaning that they are found only in Madagascar. But what makes life on the island unique also makes it uniquely vulnerable. "If we lose these animals on Madagascar, they're gone forever," says Russell Mittermeier, president of the wildlife group Conservation International (CI).

That loss seems likelier than ever because the animals are under threat as never before. Once lushly forested, Madagascar has seen more than 80% of its original vegetation cut down or burned since humans arrived at least 1,500 years ago, fragmenting habitats and leaving animals effectively homeless. Unchecked hunting wiped out a number of large species, and today

mining, logging and energy exploration threaten those that remain. "You have an area the size of New Jersey in Madagascar that is still under forest, and all this incredible diversity is crammed into it," says Mittermeier, an American who has been traveling to the country for more than 25 years. "We're very concerned."

Madagascar is a conservation hot spot—a term for a region that is very biodiverse and particularly threatened—and while that makes the island special, it is hardly alone. Conservationists estimate that extinctions worldwide are occurring at a pace that is up to 1,000 times as great as history's background rate before human beings began proliferating. Worse, that die-off could be accelerating.

Price of Extinction

THERE HAVE BEEN FIVE EXTINCTION WAVES in the planet's history—including the Permian extinction 250 million years ago,



Desert of Life

The spiny desert of Madagascar's south is brutally hot, but it's home to a unique population of animals. About 95% of the resident species are found nowhere else on Earth.

A 2004 study estimated that global warming could drive a million species to extinction by midcentury

when an estimated 70% of all terrestrial animals and 96% of all marine creatures vanished, and, most recently, the Cretaceous event 65 million years ago, which ended the reign of the dinosaurs. Though scientists have directly assessed the viability of fewer than 3% of the world's described species, the sample polling of animal populations so far suggests that we may have entered what will be the planet's sixth great extinction wave. And this time the cause isn't an errant asteroid or megavolcanoes. It's us.

Through our growing numbers, our thirst for natural resources and, most of all, climate change—which, by one reckoning, could help carry off 20% to 30% of all species before the end of the century—we're shaping an Earth that will be biologically impoverished. A 2008 assessment by the International Union for Conservation of Nature found that nearly 1 in 4 mammals worldwide was at risk for extinction, including endangered species like the famous Tasmanian devil. Overfishing and acidification of the oceans are threatening marine species as diverse as the bluefin tuna and reef-forming corals. "Just about everything is going down," says Simon Stuart, head of the IUCN's species survival commission. "And when I think about the impact of climate change, it really scares me."

Scary for conservationists, yes, but the question arises, Why should it matter to the rest of us? After all, nearly all the species that were ever alive in the past are gone today. Evolution demands extinction. When we're using the term *extinction* to talk about the fate of the U.S. auto industry, does it really matter if we lose species like the Holdridge's toad, the Yangtze River dolphin and the golden toad, all of which have effectively disappeared in recent years? What does the loss of a few species among millions matter?

For one thing, we're animals too, dependent on this planet like every other form of life. The more species living in an ecosystem, the healthier and more productive it is, which matters for us—a recent study by the World Wildlife Fund (WWF) estimates the economic value of

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the Amazon rain forest's ecosystem services to be up to \$100 per hectare (about 2½ acres). When we pollute and deforest and make a mess of the ecological web, we're taking out mortgages on the Earth that we can't pay back—and those loans will come due. Then there are the undiscovered organisms and animals that could serve as the basis of needed medicines—as the original ingredients of aspirin were derived from the herb meadowsweet—unless we unwittingly destroy them first. “We have plenty of stories about how the loss of biodiversity creates problems for people,” says Carter Roberts, WWF's president.

Forests razed can grow back, polluted air and water can be cleaned—but extinction is forever. And we're not talking about losing just a few species. In fact, conservationists quietly acknowledge that we've entered an age of triage, when we might have to decide which species can truly be saved. The worst-case scenarios of habitat loss and climate change—and that's the pathway we seem to be on—show the planet losing hundreds of thousands to millions of species, many of which we haven't even discovered yet. The result could be a virtual genocide of much of the animal world and an irreversible impoverishment of our planet. Humans would survive, but we would have doomed ourselves to what naturalist E.O. Wilson called the Eremozoic Era—the Age of Loneliness.

So if you care about tigers and tamarins, rhinos and orangutans, if you believe Earth is more than just a home for 6.7 billion human beings and counting, then you should be scared. But fear shouldn't leave us paralyzed. Environmental groups worldwide are responding with new methods to new threats to wildlife. In hot spots like Madagascar and Brazil, conservationists are working with locals on the ground, ensuring that the protection of endangered species is tied to the welfare of the people who live closest to them. A strategy known as avoided deforestation goes further, incentivizing environmental protection by putting a price on the carbon locked in rain forests and allowing countries to trade credits in an international market, provided that the carbon stays in the trees and is not cut or burned. And as global warming forces



The upside-down tree The Dr. Seussian baobab is a symbol of Madagascar; one the government hopes to use to attract ecotourists

animals to migrate in order to escape changing climates, conservationists are looking to create protected corridors that would give the species room to roam. It's uncertain that any of this will stop the sixth extinction wave, let alone preserve the biodiversity we still enjoy, but we have no choice but to try. “We have a window of opportunity,” says Kassie Siegel,



Birds of Paradise

At least 32 species of birds have already become extinct in Madagascar, where nearly 60% of avian species are endemic. The departed species include the exotic elephant bird, a 10-ft.-tall specimen that was the largest bird in history. The last one likely died around the 16th century.

director of the climate, energy and air program of the Center for Biological Diversity (CBD). “But it's slamming shut.”

To Save the Species, Save the People

MADAGASCAR, WHICH MITTERMEIER calls the “hottest of the hot spots,” is where all the new strategies can be road-tested. In 2003, after decades when conservation was barely on the government's agenda, then-President Marc Ravalomanana announced that the government would triple Madagascar's protected areas over the following five years. That decision helped underfund parks like Andasibe's, which protects some of the last untouched forest on the island. “You can't save a species without saving the habitat where it lives,” says WWF's Roberts.

Do that right, and you can even turn a profit in the process. In Madagascar, half the revenues from national parks are meant to go to the surrounding communities. The reserves in turn help sustain an industry for local guides like Razafindrasolo. In a country as poor as Madagascar—where 61% of the people live on

less than \$1 a day—it makes sense to give locals an economic stake in preserving wildlife rather than destroying it. “If you don't get the support of the people living near a conservation area, it's just a matter of time before you'll lose [the area],” says Steven Sanderson, president of the Wildlife Conservation Society (WCS).

Well-run ecotourism can provide support for conservation, but even the best parks might be hard pressed to compete with the potential revenues from logging, poaching or mining. The strategy of avoided deforestation, however, offers much more. Rain forests like those in Madagascar contain billions and billions of tons of carbon; destroying the trees and releasing the carbon not only kills local species but also speeds global warming. Proposals in the global climate negotiations would allow countries to offset some of their greenhouse-gas emissions by paying rain-forest nations to preserve their trees. It's win-win, with both the climate and the critters getting a boost. In eastern Madagascar, CI and WCS are working together to protect about 865,000 acres in the Makira Forest with a range of carbon investors that include Mitsubishi



A lot goes through your mind after an accident.

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**Liberty
Mutual.**

and Pearl Jam. Closer to Andasibe, CI and its partners are hiring villagers to plant trees on eroded land, which creates corridors to connect fragmented habitats, may earn carbon revenues and provides needed employment. "We're bringing back the shelter of the forests, and we don't have to cut trees," says Herve Tahirimalala, a Malagasy who is paid \$100 a month to work on the project.

The corridors created by CI's Andasibe tree-planting program show how a small tweak can reduce the species-killing effects of climate change—but also how longer-term fixes are needed. Fragmented habitats are problematic because many endangered species wind up trapped in green oases surrounded by degraded land. As global warming changes the climate, species will try to migrate, often right into the path of development and extinction. What good is a nature reserve—fought for, paid for and protected—if global warming renders it unlivable? "Climate change could undermine the conservation work of whole generations," says Larry Schweiger, president of the National Wildlife Federation. "It turns out you can't save species without saving the sky."

That will mean reducing carbon emissions as fast as possible. In the U.S., the CBD has made an art out of using the Endangered Species Act, which mandates that the government prevent the extinction of listed species, to force Washing-



Undersize Hippos

Unlike its African neighbors, Madagascar was never home to large mammals such as elephants, lions and cheetahs. The one exception is the dwarf hippopotamus, which swam to the island millions of years ago, before it was probably hunted to extinction by humans.

ton to act on global warming. The CBD's Siegel led a successful campaign to get the Bush Administration to list the polar bear as threatened by climate change, and she expects more species to follow. "Polar bears are the canaries in the coal mine," says Siegel.

Why We Can't Wait

WHAT'S ESPECIALLY FRIGHTENING is how vulnerable even the best conservation work can be to rapid changes—both climatic and governmental. Over the past couple of months, Madagascar has fallen into a political abyss, with Andry Rajoelina—the former mayor of Antananarivo, the capital—forcing former President Ravalomanana from office on

the heels of deadly protests. As a result, development aid to the desperately poor country has been halted, and conservation work has been disrupted. Reports have filtered back of armed gangs stepping into the vacuum to illegally log the nation's few remaining forests. "They're ripping out valuable timber as quickly as they can," says Mittermeier.

News like that can tempt even the staunchest defenders of wildlife to simply surrender. And why shouldn't they? In a world where hundreds of millions of human beings still go hungry and the global recession has left all but the wealthiest fearing for their future, it's easy to wonder why we should be concerned about the dwindling of the planet's biodiversity.

The answer is that we can't afford not to. The same natural qualities that sustain wildlife—clean water, untainted land, unbroken forests—ultimately sustain us as well, whether we live in a green jungle or a concrete one. But there is an innate value to untrammeled biodiversity too—one that goes beyond our own survival. When that is lost, we are irretrievably diminished. "We live on a very special planet—the only planet that we know has life," says Mittermeier. "For me, conservation is ultimately a moral obligation and simply the right thing to do." That leaves us a choice. We can save life on this special planet, or be its unwitting executioner. ■



Dance, dance, dance
A Verreaux's sifaka lemur shows off in Madagascar



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Building a Greener Future

Recycling construction waste is one way Waste Management is helping the nation meet its sustainability goals.



Dumpsters full of construction and demolition waste may not look like they could help protect the environment. But Waste Management, North America's leading provider of comprehensive waste management solutions, is giving these discards new life. As the nation's largest recycler, it is, for instance, finding ways to turn clean wood salvaged from construction and demolition projects into mulches used to fight roadside erosion. "Increasingly, it is used for retaining soil and advancing vegetation along highways," says Wes Muir, director of communications for Waste Management. At the company's waste-to-energy plants, wood waste is also converted into biomass fuel. "The responsible management of construction and demolition waste is a huge opportunity—not just for us but for the whole country," says Jim Halter, vice president, construction segment at Waste Management.

These are just a few examples of the Houston-based company's efforts to transform some of the 136 million tons of construction and demolition waste created each year in the U.S. into useful materials. With landfill space at a premium, the nation faces a pressing need to recycle more of this material, which often includes a mix of wood, cardboard, metal, plastics, asphalt, brick and concrete. Although these castoffs from the construction industry now comprise 25% of the waste stream, only one-fifth of construction and demolition waste is recycled in North America. Waste Management is working to increase that percentage through an ongoing commitment to innovation in its recycling program, says Halter. "We're trying to double the amount of this material that is recycled," he says.

Waste Management's initiatives to handle construction and demolition waste in environmentally friendly ways are part of a company-wide commitment to sustainability. In December, the Houston-based firm described its far-reaching plan in its 2008

corporate sustainability report, "The Color of Our World" (www.wm.com/wm/environmental/srr.asp). In 2007, Waste Management set four key goals for 2020: tripling the volume of recyclables it manages per year from about eight million tons to more than 20 tons; doubling waste-to-energy production; improving the fuel efficiency and emissions performance of its vehicle fleet, and creating 100 wildlife habitats on 25,000 acres of land once used for landfills. Beyond this, the 47,000-employee company will begin measuring its carbon footprint this year, and by 2010 it will report on its progress in reducing its environmental impact.

Many of Waste Management's clients are going green, and the company's commitment to managing construction and demolition waste in an eco-friendly way is helping them achieve their own sustainability goals. Waste Management has helped more than 500 clients achieve points toward Leadership in Energy and Environmental Design (LEED) certification, by helping them divert waste from their building projects away from landfills, and by assisting them in using innovative techniques to reduce the environmental impact of their buildings. The U.S. Green Building Council created the LEED rating system to recognize buildings that are built according to sustainability principles.

To help customers continue to meet their environmental goals, Waste Management is investing heavily in the technology necessary to process their construction waste. It is continually looking for ways to perfect its technologies, whether they are used to sort construction cast-offs or turning discarded asphalt roof tiles into roadbeds. "We are looking at a number of innovative technologies to recycle and process materials," says Halter. "Our intent is to really understand the needs and objectives of our customers and what types of solutions they are looking for currently, as well as in the future." •

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ALASKA

Climate Change

Even if we do manage to reduce forest loss and stop wildlife trade, a greater threat looms on the horizon: global warming. As the climate changes rapidly, the territory to which species have adapted may become unlivable faster than they can respond. The Intergovernmental Panel on Climate Change has reported that warming could put as much as 70% of species at a greater risk of extinction—with Arctic animals like the polar bear potentially among the first to go.



Animals Under Siege

The earth supports amazing biodiversity, but much wildlife is coming under threat from one particularly successful species: us

MAP KEY

Land animals listed as threatened

Fewer than 10

More than 150

Marine mammals listed as threatened

Fewer than 6

More than 10

Sources: Threatened species—2008 IUCN Red List of Threatened Species; terrestrial eco-regions—World Wildlife Fund (WWF); marine eco-regions—WWF and IUCN

Map for TIME by T. Boucher, the Nature Conservancy



ALASKA

NORTH AMERICA

U.S.

Toronto

New York City

Los Angeles

Mexico City

Pacific Ocean

Peru's rich fishing grounds are being fouled by coastal pollution, putting seabirds like the **Peruvian tern** on the endangered-species list

SOUTH AMERICA

BRAZIL

Bogotá

Rio de Janeiro

Buenos Aires

The Amazon rain forest is the most biodiverse place on earth, but logging imperils animals like the **jaguar**

Atlantic Ocean

A ban on hunting is slowly allowing the **North Atlantic right whale** to return from the brink of extinction

BRAZIL

Deforestation and Habitat Loss

Tropical forests are home to the greatest concentration of biodiversity on the planet—but when the trees are lost, species soon follow. From 1990 to 2005, the world lost 172 million acres (70 million hectares) of forest—much of it in South American countries like Brazil, where deforestation has accelerated as land is cleared for pastures.

INDIA

Human Encroachment

With a population of 6.7 billion—and set to pass 9 billion by 2050—human beings are crowding out other species through sheer numbers. As a rising middle class in countries like India begins consuming at Western rates, we could leave little room for wildlife.



The gorgeous **Siberian crane** winters in China, and its habitat is threatened by the Three Gorges Dam—a monument to man's domination of nature



Widespread deforestation on the island of Madagascar has put unique species like the **greater bamboo lemur** at serious risk of extinction



THAILAND Illegal Wildlife Trade

The buying and selling of endangered live animals—as pets, performers and more—is a new and growing menace to wildlife. Total wildlife trade is believed to be the second largest direct threat to many species, after habitat loss. The problem has become so severe that conservationists have coined the term **empty-forest syndrome** to describe habitats that remain standing but have been stripped of the animals that once lived there. Southeast Asia has long been a hub of the wildlife trade; almost anything can be found in the live markets of Bangkok or Guangzhou. And the Internet has allowed the sale of species to go global.

DEMOCRATIC REPUBLIC OF CONGO Poaching

From the illegal slaughter of elephants for their ivory to the hunting of apes and gorillas for food, poaching remains a serious threat to some of the world's most charismatic endangered species. The rising global trade in animal parts—like tiger penises, prized as an aphrodisiac in China—has made killing even more profitable. In the Congo Basin, three-fifths of all large mammals are being hunted at unsustainable rates—many for “bushmeat,” which is increasingly popular in Africa's markets.



10

Species On the Brink

Many of the planet's most endangered creatures are also its most remarkable. It's unfortunate whenever an animal species faces extinction, but we'll miss some more than others. Here are a few of nature's superstars from Asia, the Americas, the Pacific and elsewhere that may soon be no more



Javan Rhinoceros

Number remaining: fewer than 60

Habitat: Indonesia and Vietnam

Status: Perhaps the planet's rarest large mammal. Its horn is prized by poachers, and its forests are prized by developers. Both could spell doom for the species



Vaquita

Number remaining: 200 to 300

Habitat: Gulf of California

Status: One of the rarest cetaceans in the world, it is endangered by both its limited range and the ease with which it gets caught in fishing nets



Black-Footed Ferret

Number remaining: about 1,000

Habitat: North American Great Plains

Status: The continent's only native ferret and one of its most endangered mammals. In 1986, there were only 18 individuals left, but the species is clawing back



Borneo Pygmy Elephant

Number remaining: about 1,500

Habitat: Northern Borneo

Status: Shorter than the Asian elephant by about 20 in., it is also more docile. Palm plantations have reduced its range, leaving it crowded for space

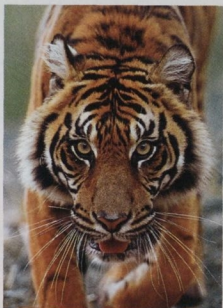


Cross River Gorilla

Number remaining: fewer than 300

Habitat: Nigeria and Cameroon

Status: Thought to be extinct in the 1980s, the species is holding on, for now. Hunted for bush meat and crowded out by development, it may not last long

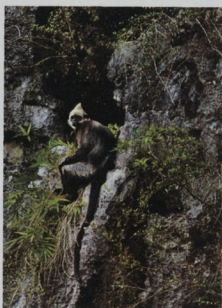


Sumatran Tiger

Number remaining: fewer than 600

Habitat: Sumatra, in Indonesia

Status: Has lived only in Sumatra for a million years, making it hard to escape human expansion. Most survivors are in protected reserves, but about 100 aren't



Golden-Headed Langur

Number remaining: fewer than 70

Habitat: Vietnam

Status: All but wiped out, the primate was placed under protection in 2000. It is still in grave danger, but in 2003 its numbers rose for the first time in decades



Giant Panda

Number remaining: fewer than 2,000

Habitat: China, Burma, Vietnam

Status: Loss and fragmentation of habitat are to blame for the panda's perilous state. Captive breeding and species protection are helping the panda hang on—barely



Polar Bear

Number remaining: fewer than 25,000

Habitat: The circumpolar Arctic

Status: Human development and poaching have long threatened the polar bear, but climate change and the loss of sea ice are now pushing it onto the critical list



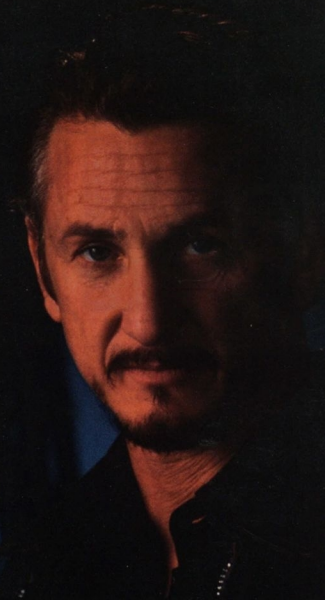
Mekong Giant Catfish

Number remaining: hundreds

Habitat: Mekong region of Southeast Asia

Status: Prized for its enormous size (the largest ever caught was 646 lb.), it is now protected in Thailand, Laos and Cambodia, but fishing goes on

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Life

■ CASH CRUNCH ■ HEALTH



CASH CRUNCH

Inside the Cocoon. Condoms and canned goods thrive in a recession, as consumers hunker down to shave expenses

BY SEAN GREGORY

LINSEY KNERL DOESN'T GET out much anymore. A freelance copywriter and mother of four from Tekamah, Neb., Knerl has cut back on trips to the movie theater and restaurants as well as days at the zoo with her kids. Fun is

now a DVD from Netflix or a family board-game night. She cooks at home most evenings and has hoarded six months' worth of meat in her freezer to reduce trips to the grocery store and save gas money. "We made a conscious decision that we couldn't go out to eat two or three times a week

anymore," says Knerl, whose husband stays home to help raise their kids.

Start stockpiling your canned goods, America. We're quickly becoming a country of cocoons, to borrow a term that retail analysts use to describe consumers who nest at home to shave expenses. It's a

A PENNY SAVED To cut costs, Linsey Knerl **1** stores meat, **2** gets help from Mom, **3** cooks a month's worth of meals and **4** grows flowers in-house

profound reversal of the consumption habits that helped fuel the economic crisis in the first place. "It's about getting back to basics," says coconer Stan McClain, who owns a studio-supplies store in Burbank, Calif., and has drastically cut back his restaurant spending and even tore up his driveway to turn it into a vegetable garden. "By going backward, you can actually go forward responsibly."

In an effort to discover what modern cocooners are lining their nests with, TIME asked data-tracking firm the Nielsen Co. to identify product categories whose sales are rising—and falling—at drugstores, supermarkets and big-box outlets. The findings indicate that we're staying home, cooking more and forsaking discretionary items. Unit sales of canning and freezing supplies like jars, bags and other containers went up 11.5% during the eight weeks ending Feb. 21, making them the second best performing category on Nielsen's list. ("Seasonal general merchandise," a catchall including road salt, body warmers and gift candy, rose 32%—a result of the brutal winter and a recession-related downsizing of Valentine's Day.) Baking supplies, dough products and flour all hit the top 20, as more people make brownies instead of buying them. (Knerl, for one, has started baking her own bread.) Wine and liquor were also up; misery may love company, but many seem content to self-medicate at home in this bleak economy.

Curiously, dollar sales of family-planning products, which include condoms and over-the-counter female contraceptives, were up 10.2% in the first two months of this year, although unit sales climbed only 1.5%. Cocooning can lead to canoodling, which can lead to... recreation.

"People are spending a lot less on entertainment," says brand consultant Rick Shea. "And that, for the most part, is free."

THE GOODS

Veggies and Vino Up, Cameras And Trading Cards Down

To cut costs, consumers are stocking up on foodstuffs while forsaking discretionary items. Here are the best- and worst-performing product categories so far this year at supermarkets, drugstores and mass merchandisers

The Top 20

% increase vs. '08*
RANGE:
32% to 1.5%



The Bottom 20

% decrease vs. '08*
RANGE:
-8.8% to -31.5%



Source: The Nielsen Co.
*Measured in units sold during the eight weeks ending Feb. 21, 2009, vs. the same period a year ago

At the other end of the spectrum, sales of nonessentials are largely down. Bottled water dipped 11%, unsurprisingly. "What's the economical substitute for that?" asks Tom DeMott, chief operating officer of Encore Associates, a consumer-goods advisory firm. "It's called a tap." Film and cameras, whose sales dropped 31.5%, were the worst of the bunch. With entertainment and holiday travel down, people have fewer good times they want to remember (and if they're using all that contraception, there's less likelihood of baby snaps too). Housewares and garden items are slumping, as are air fresheners and deodorizers. "If you're lucky enough to have a couple of extra dollars, do you really need your bathroom to smell minty fresh?" asks Shea.

Cocooners are cutting back on discretionary pleasures as well—often regretfully. Maria Muñoz, a hospital administrative assistant in Chicago, no longer meets her book-club friends for dinner once a month and dropped a partial-season package of Chicago Bulls tickets that she shared with her 11-year-old son. "Sure, we sat in the nosebleed seats," says Muñoz. "But my son loves basketball, and I loved sharing that time with him."

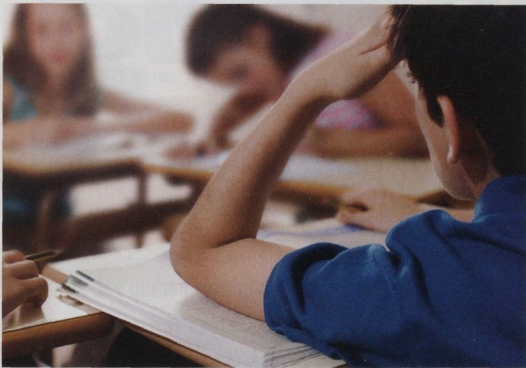
For Muñoz and others, however, hunkering down is ultimately worth it. Besides picking up video-game skills from her son during nights at home with the PlayStation—"I like the fighting games," she says—Muñoz has grown closer to him. "We talk more about his basketball and his friends," she says. "Now I know what he's thinking."

Knerl, who blogs about her frugal habits on the personal-finance site Wisebread.com, insists that peace of mind makes up for a slower social life. "You're not lying awake at night wondering if going out with friends will put you in the negative," she says. "You learn to appreciate things more. And there really is a huge sense of freedom."

HEALTH

Better Learning Through Fidgeting.

Kids with ADHD may seem distracted, but all that wiggling can help them focus

**CHEMICAL**

RITALIN and other stimulants augment short-term memory

PHYSICAL

Motion may help ADHD kids focus by giving their brains a similar kick

BY JOHN CLOUD

LIKE NOSE-PICKING AND A preoccupation with feculence, the inability to sit still is a defining characteristic of childhood. But kids with attention-deficit/hyperactivity disorder (ADHD) squirm constantly, even when others can remain quiet. Parents and teachers often respond by trying to get them to stop fidgeting at any cost, assuming that if they just settle down, they'll be able to focus and learn.

A new study suggests it might be better to let them jiggle all they want. That's because kids use movement—like swiveling in chairs or bouncing at their desks—the way adults use caffeine: to stay focused. Rather than prevent learning, fidgeting may actually facilitate it.

Stimulants like caffeine and Ritalin can help you pay

attention by augmenting your working (or short-term) memory, where information is stored temporarily and used to carry out immediate tasks. ADHD kids have a hard time with working memory; Mark Rapport, a professor at the University of Central Florida (UCF) in Orlando, believes squirming helps stimulate networks in the brain that control working memory.

His study was small—just 23 boys ages 8 to 12—but meticulous: it took four years to recruit, screen and test them and analyze the results. I've always been fidgety, so I asked Rapport if he wouldn't mind putting me through the same tests—which is how I found myself in a windowless room at the UCF psychology department, with an actigraph, used to measure kinetic activity, affixed to my wrist.

At first the test, which in-

involved reciting random numbers back in the correct order, sounded simple—not least because I knew an 8-year-old could do it. But working-memory tests require intense concentration, and I was nervous. Rapport, several grad students, a UCF p.r. official and a friend of mine were all watching. I ended up scoring worse than some of the kids.

My nerves mimicked, in a way, the cognitive strain of ADHD, which compromises the brain's executive functioning—its ability to master unexpected exercises. The same way I got nervous, ADHD kids get momentarily lost, their attention fractured. Rapport, a former school psychologist, says many teachers don't understand how ADHD kids process information. "If you go into a typical classroom," he tells me, "you might hear, 'Take out the book. Turn to page 23. Do items 1 through 8, but don't do 5.' And you've just given them four or five directions. The child with working-memory problems has dropped three of them, and so he's like, 'Page 23—what am I supposed to do?'" A better way might be to break down the instructions so as not to overtax kids' working memory.

While drugs like Ritalin can control ADHD, which affects about 3% to 5% of children, the depressing fact is that it is incurable. Rapport hopes his work will someday lead to new ways to help kids recognize, predict and avoid its concentration gaps. Meanwhile, if you have a child with ADHD, understand that he processes the world in a different way. He might be running circles around you—literally—but that may be his way of paying attention. ■

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ZDNet.com

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Small car, big plans Tata hopes to sell the Nano in Europe and the U.S. in just a few years

MANUFACTURING

Nano Power. India's Ratan Tata kept his promise to produce the world's cheapest car. Is this the start of an auto-industry revolution?

BY JYOTI THOTTAM/PUNE

IN NEW DELHI IN THE EARLY 1970S, MY family traveled by scooter in the classic, death-defying Indian fashion. My father would drive, with me, a toddler, standing on the floorboard in front of him and my mother seated pillion, cradling my infant sister in her arms. My father was a civil engineer and my mother a nurse, and in India at that time, cars for a young family were far out of reach.

More than 30 years later, I listened to Ratan Tata, chairman of Tata Sons, the holding company for the sprawling \$62.5 billion Indian conglomerate the Tata Group, describe families just like mine as the inspiration for the Nano, the ultra-cheap "people's car" that Tata Motors, a group company, launched March 23. "What sparked it off was riding in a car and looking at them and saying, 'Surely there's a safer way that these people can be transported,'" he recalled.

Tata has told this story many times since Tata Motors started developing the Nano six years ago. The project began with an audacious promise: to build a safe, road-worthy vehicle costing 100,000 rupees (about \$2,000), so affordable that it could allow millions of people in the developing world to park their scooters. Competitors dismissed the idea as folly. Yet Tata has been as good as his word. The Nano goes on sale April 9 at 470 outlets across

Nanonomics to Go: \$1,970

POWER

The two-cylinder, 32-horsepower rear-mounted engine gets to 60 m.p.h. in a glacial 23 sec.

COMFORT

No heat, no a/c, no power windows, not even a cup holder (they cost extra), but you do get a map pocket

STYLE

The sleek 10-ft.-long, 5-ft.-wide body comes in three glossy colors, including "racing red" and "summer blue"



SAFETY

It has a sheet-metal body with steel panels and crumple zones. Headrests and seat belts are standard

EFFICIENCY

At 56 m.p.g., the Nano gets better mileage than the Toyota Prius

ENVIRONMENT

Emissions levels meet Indian requirements but wouldn't pass inspection in the U.S. or Europe

India at a factory price of 100,000 rupees.

The debut of the world's least expensive car follows the Indian company's purchase last year of two of the world's most expensive car brands, Jaguar and Land Rover. Debt tied to the acquisitions is weighing on Tata Motors' balance sheet—not to mention the slumping auto industry itself. Tata argues, though, that the Nano is exactly the right car for these difficult times. "If I had conceived a million-dollar supercar today, I think you'd have every reason to question whether that's the right product at the right time in the planet that we are living in," Tata tells TIME. "What has happened in the changing global economic situation reinforces, if nothing else, the fact that a low-cost car has a place."

Yet the path that Tata Motors has followed to bring the Nano from sketch pad to showroom may prove to be much more important than the car's price tag. The company's engineers and suppliers started from scratch, rethinking every component to minimize cost and weight without sacrificing performance, comfort or style. The Nano may point the way to a new business model—one that will probably revolve

around distributed manufacturing to create ever cheaper, but not cheap, vehicles.

The Nano is about as basic as transportation gets. The four-door sedan rolls on tiny 12-in. solid wheels; the windshield has just a single wiper. Drivers must make do with one side mirror. But it's not simply a stripped-down car. The shell was designed to be rigid with less material, and the steel body panels give the exterior a high-gloss look and feel. Delphi designed a streamlined instrument cluster that weighs just 14 oz., compared with about 2 lb. for the models Delphi sells in North America and Europe. These and dozens of other refinements yield a car that weighs just about 1,300 lb., less than half the weight of a Honda Accord. Reducing weight helps make the most of the Tata Motors—designed two-cylinder engine, which is bolted in the rear (as with the classic people's car, the Volkswagen Beetle) and can power the Nano to a top speed of about 60 m.p.h. in 23 sec. Fuel economy is 55 m.p.g., better than that of a Prius hybrid sedan. While the interior is spartan, the Nano handles as well as any of the other low-end minicars available in India. The brakes lack feel,

and there's little storage space, but the styling really turns heads.

While the company seeks to redefine the low end of the market, Tata Motors is struggling with its attempt to gate-crash the luxury-car segment. Last year the car-maker made auto-industry waves when it spent \$2.3 billion to buy Ford Motor Co.'s loss-making Jaguar and Land Rover (JLR) business. Since then, demand for luxury vehicles has tanked, sales of Tata Motors' other models have softened, and the company faces a looming deadline to refinance \$2 billion in loans for the JLR deal. Tata Motors is pursuing several options: floating shares of Tata Motors, rolling over the JLR loan at a higher interest rate and getting a bailout for JLR from the British government. It can also tap funding from stronger sisters within the Tata Group, which controls 98 companies in sectors ranging from steel to technology services. But "the whole group is under major debt," says Tilak Swarup of SupplierBusiness India, whose analysts track global auto suppliers.

Although Nano sales won't do much in the short run to ease the burden, Tata Motors' efforts to pioneer cost-saving business processes during the Nano's development could translate into a healthier bottom line down the road. One of these innovations is distributed manufacturing. Instead of investing in expensive factories as sales volume increases, Tata Motors plans to limit Nano production at its central plant in Sanand, Gujarat, to 500,000 cars per year. Beyond that, it will use satellite plants to build the car's components and then distribute them in Nano "kits" to independent entrepreneurs—trained and monitored by Tata Motors—for final assembly and distribution. "They will become our dealers," Ratan Tata explains. He hopes the Nano will push the industry toward fully outsourced manufacturing, leaving automakers to focus on design and marketing—a structure similar to that used in the highly competitive computer industry. "What I tried to describe on the Nano is an attempt to look at [outsourcing] as a business model," Tata says.

Tata hopes the car's launch will encourage similar innovations throughout the Tata Group. Others envision the Nano as something even more: a way to connect and mobilize India's declining rural economy, creating new jobs, new infrastructure and a culture of invention far outside the big cities. "It's kind of like the iPod," says Tarun Khanna, a Harvard Business School professor. The Nano is a blank slate, he explains, that makes people think, "What can you do with it? That's a lot of ambition for such a small car." —WITH REPORTING BY NILANJANA BHOWMICK/NEW DELHI ■

*games of chance

The benefits of playing sport are undeniable. Almost every day, a new piece of scientific research appears that proves regular, vigorous exercise can massively cut a person's risk of developing heart disease, diabetes, depression, cancer and a host of other maladies.

But there is a paradox at the heart of amateur and professional sport: while it boosts mental and physical health, it can also result in injury and—albeit extremely rarely—death. The dangers associated with some full-contact sports are well known. For decades, the British Medical Association has campaigned for a ban on boxing. According to the BMA, repeated punches to the head tear and bruise the brain's blood vessels, tissue and nerves. The end result is often permanent brain damage.

However, some doctors believe that boxing has been singled out for criticism, and that sports such as football and horse riding carry similar, if not greater risks. "Twelve percent of head injuries come from sport," says London-based neurosurgeon Peter Hamlyn. "If you want to ban a sport on medical grounds, then you need to start with the most dangerous and unmanageable. That would not lead you to start with boxing."

The risks of boxing may appear obvious. But sportsmen and women who engage in seemingly harmless physical activities can sometimes be struck down by an invisible killer like sudden cardiac arrest (SCA). In 1995, 28-year-old Russian ice skater and Olympic gold medalist Sergei Grinkov collapsed and died from a heart attack while training. And a study published in the journal *Circulation* found that on average 66 U.S. competitive athletes died every year from SCA between 2000 and 2006.

KEY FACTS

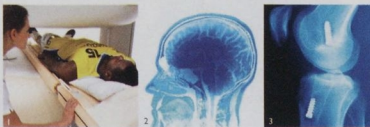
- *In the U.S. alone, at least one athlete dies every week from sudden cardiac arrest
- *80% of professional boxers have serious brain scarring
- *Young female soccer players face a three to four times greater risk of knee ligament injury
- *300,000 sports-related concussions occur each year in the U.S.

Sources: BMA, *Circulation*, *Arthritis & Rheumatism*

Tune-in to Vital Signs on CNN, hosted by Dr Sanjay Gupta.

AIRING

April 23: 8:30 am; 1:30 pm EST
 April 25: 3:00 am; 1:30 pm; 11:00 pm EST
 April 26: 3:30 am; 11:00 am EST



1. Philips Panorama high field Open MRI; 2. MRI scan of the human head in profile; 3. Anterior cruciate ligament repair.

To help curb this tragic toll, Philips—a leader in the diagnostic health industry—founded a program in the U.S. called Save an Athlete. In the U.K., meanwhile, the company is working with health body Cardiac Risk in the Young. Both organizations campaign to raise awareness of sudden cardiac death. Philips provides equipment, supplies and technical advice that allows these groups to carry out numerous public screenings each year, and identify potentially fatal heart defects and diseases in young people.

Gender can also play a crucial role in sports injuries. In 2007, a study from Ohio's State University and Nationwide Children's Hospital noted that girls playing high-school soccer suffered concussions 68% more often than boys. And in 2004 researchers at Sweden's Lund University estimated that young female soccer players face a three to four times greater risk of knee ligament injury than their male counterparts. Many women with a damaged ligament later developed arthritis of the knee.

In order to tackle the soaring injury rate among female players, the Oslo Sports Trauma Center, together with soccer's governing body, FIFA, developed a structured 20-minute warm-up program. The pre-match exercise routine uses slow and speed running and key exercises to improve strength, balance, core stability and muscular awareness. The training program has been a huge success: studies have shown that it can cut injuries by a third, and severe injuries by almost 50%. John Brooks, an injury expert at England's Rugby Football Union, declared in the influential *British Medical Journal* that this warm-up routine should be implemented across the wider sporting community.

Thanks to innovative programs like this, and Philips' pioneering work in the U.S. and U.K., more athletes will be able to stay safe and healthy as they enjoy their sporting passions.

For more information, visit www.cnn.com/vitalsigns

PHILIPS



GLOBAL ADVISER

Open Skies Tries to Get Lift BA's new baby is everything you'd want in an airline. But is being good good enough?



NOW BOARDING

THE JET
A Boeing 757 with 64 seats

THE SERVICE
Prem+ is on par with business class, at a lower price. Biz, in the front, has lie-flat seats

BY BILL SAPORITO/AMSTERDAM

LET'S SAY THIS UP FRONT: I AM rooting for OpenSkies. It's an airline. Cheered for an airline lately? Didn't think so. OpenSkies is tiny at this point, but it does something very few other airlines do: provides luxurious, stress-free transatlantic service at a really good value. So you know the odds are against it.

The new carrier is a boutique subsidiary of British Airways that flies 64-seat, single-aisle 757s to Amsterdam and Paris from Newark and J.F.K. It has two cabin classes: in the back is a 40-seat premium economy section called Prem+ that is basically discounted business class. The seats recline 140 degrees—more than enough to sleep comfortably—and the service matches that of any business class out there. The front section is called Biz, with 24 lie-flat seats, high-quality food and amenities. Round-trip pricing to Amsterdam starts at \$1,100 in Prem+ and about \$2,400 in Biz.

OpenSkies is named after the

deregulatory policy that frees airlines to add new city-to-city routes beyond their once protected home turf. OpenSkies chose Amsterdam and bought another business-class fledgling, L'Avion, to gain access to Paris and slots at Orly and share costs and culture. BA doesn't fly to those places from New York City, and it sure as heck isn't going to undercut its own lucrative business-class traffic to London.

Could there be a worse time to start an airline? OpenSkies lifted off last June, as the global economy was seizing up. Even though airlines got cost relief via collapsing jet-fuel prices, the deepening recession has caused demand for seats to fall faster than supply could be shrunk. The result: airlines are suffering, as usual.

Still, BA sees a huge gap in the market. "It's for people who recognize that transatlantic travel is something you want to do in other than economy class," says Dale Moss, OpenSkies' effervescent managing director. Business-class flyers to Amsterdam and Paris pay

Wheels up OpenSkies boss Dale Moss, playing flight attendant, sees opportunity in value-priced business class

as much as \$8,000 round-trip on legacy carriers such as KLM and Northwest. For that money, you get to board first; then you wait for the other 200 passengers to crowd in after you. Asks Moss: "Would you rather be on an airplane that has two-by-two seating that takes, what, 15 minutes to board, or would you rather fly a loaded 777?"

If there are \$8,000-a-seat passengers in the front and \$400-a-seat flyers in the back, the reasoning is that there's got to be a sizable segment of business flyers who wouldn't mind saving thousands and leisure travelers who will pay a little more to get 20-in. (50 cm) seats and tons of legroom and not share space with wailing babies and tour groups. For road warriors, this concept is a no-brainer. "It was a third the price and at least three times the experience, an inverse proportion," notes Mary Egan of the Boston Consulting Group (BCG), a recent OpenSkies passenger to Amsterdam.

But targeting that segment has failed before, notably in London. Indeed, BA and American Airlines used price-cutting and other tactics to help shoot down three business-class-only carriers. Nor will the incumbents in Amsterdam fail to react. KLM and Northwest have already slashed business-class fares.

In Amsterdam and Paris, business passengers make up 65% to 70% of the traffic, a percentage that works for OpenSkies and points to opportunities in other business centers like Frankfurt and Milan—if BA gives the airline enough support. BCG's Egan, a consumer products specialist, says that consumer awareness of OpenSkies is limited and that as a boutique brand in a large company, it is always vulnerable. "All my clients have little brands like this. But the problem is, Can you keep incubating them?"

A recession doesn't help, but Moss says OpenSkies is gaining altitude. "Once we get people on board," he says, "they become some of our best salesmen." That includes Egan, who, despite her concerns, is rooting for OpenSkies too. Please don't go out of business, she e-mailed Moss. "I love your airline."



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THE ALL-NEW 2010 RX



MEGACITIES

The Big (Green) Apple.

New York City's pioneering PlaNYC plots a more crowded but eco-friendly metropolis

BY BRYAN WALSH/NEW YORK CITY

AS FLAT AS A POOL TABLE AND BARELY A mile wide at its narrowest, the Rockaway Peninsula—a tongue of land that sticks into the Atlantic Ocean at New York City's southeastern corner—is already vulnerable to storm surges and floods. Global warming, with its rising seas and harder rain, will only intensify those threats. That's what has Vincent Sapienza, the city's assistant commissioner for wastewater treatment, so worried. The Rockaway Wastewater Treatment Plant, which processes 25 million gal. (95,000 cu m) of sewage a day, sits next to the beach, and its pumps are below sea level. In a major flood, parts of the plant could be submerged, shutting down sewage treatment. "If you lose these pumps, you're done," says Sapienza, standing in the plant's churning basement. "This is a really vulnerable place."

To prepare for climate change—and growth—the city is spending \$30 million to raise the pumps and other electrical equipment at the Rockaway plant well above sea level. The overhaul is just one part of New York's groundbreaking PlaNYC—a long-term blueprint to grow the U.S.'s biggest city green in the age of global warming. "This is about making the city more sustainable," says Sapienza.

Though it's caricatured as a concrete jungle, New York is already surprisingly eco-friendly. Thanks to its density and public transit, the city has a per capita carbon footprint 71% smaller than the U.S. as a whole. With more than 8.2 million people calling New York home, surpassing a historical high set in the 1950s, the city's infrastructure—its crowded subways, traffic-choked streets, aging water mains—is being pushed past its limits. City planners realize that New York is on track to gain an additional 900,000 people by 2030. If that growth isn't managed properly, the result will be an environmental and economic mess. "New York is growing, and we have to think more effectively," says

Rohit Agarwalla, director of the city's Office of Long-Term Planning and Sustainability. "We can't just build more power plants. We can't just grow on the edges."

The answer to the question of where the city will put nearly a million extra people is PlaNYC. Unveiled by Mayor Michael Bloomberg on Earth Day 2007—and pushed since then with all his considerable political capital—PlaNYC includes more than 120 green initiatives that range from planting a million trees to cleaning up every square mile of contaminated land in the city.

Ultimately PlaNYC attempts to chart New York's growth by vastly improving energy efficiency in the city's 950,000 buildings, beefing up public transit and adapting to the impact of global warming. Though PlaNYC is as green as a new fairway—the city is carving out bike lanes and pedestrian plazas and expanding its parks—the deeper motivation is eco-

nomic. If New York wants to stay on top, it needs to grow sustainably and efficiently, getting more out of less while improving quality of life. PlaNYC could be a model for megacities from Tehran to Tokyo. "If we can solve these challenges here, we can solve them anywhere," says Ashok Gupta, the air- and energy-program director for the Natural Resources Defense Council.

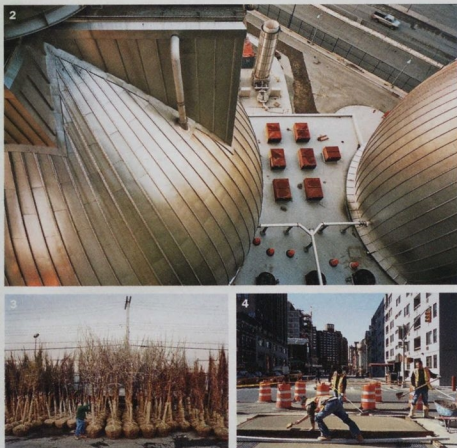
When Bloomberg introduced PlaNYC in 2007, one goal stood out: New York would reduce greenhouse-gas emissions 30% by 2030. Although the city is experimenting with clean-energy sources such as offshore wind turbines and solar panels, improving the energy efficiency of New York's buildings is essential. It won't be easy. Electricity use grew 23% over the past decade, twice as fast as the population, and much of the city's aging building stock leaks heat and energy like a sieve.

The city started by focusing on what it



Greening the City That Never Sleeps

1 A new aqueduct will connect to New York's pristine upstate water supplies and augment a century-old system **2** The egg-shaped digesters at this Brooklyn plant will process millions of gallons of sludge **3** A million trees are set to be planted over the next decade **4** Bike lanes are being cut into Manhattan's busiest avenues



could control directly. Bloomberg launched a \$2.3 billion plan last July to reduce carbon emissions from city-owned properties 30% by 2017 by retrofitting buildings with more efficient lights and better insulation. The payoff is that the city expects to begin saving money through reduced energy bills as early as 2015. On the streets, 15% of the city's 13,000 taxis are hybrids, with more on the way. "The city has made progress on improving what it can control," says Jonathan Rose, a New York architect and sustainable-design expert. "The place where work is really needed is greening all the other buildings in New York."

One area where Bloomberg's green vision has clashed with political realities is mass transit. The subway system is controlled not by the city but by New York State's Metropolitan Transportation Authority. So while PlaNYC includes a call for the subways to be brought up to a state of good repair (a

visit to any subway station will indicate they're not there yet), the city doesn't have the power to enforce it. Similarly, the plan pushes new projects like the long-awaited Second Avenue subway line on Manhattan's far East Side. Those multibillion-dollar improvements were to be paid for in part by implementing congestion pricing in Manhattan—charging drivers to enter the most crowded part of the city. As an added benefit, congestion pricing would have helped unclog New York's sclerotic traffic, which now costs the city \$13 billion a year in lost economic productivity and dirties New York's air, which is more polluted than that of any other city in the country besides Los Angeles. "It's an essential idea," says Steven Cohen, executive director of Columbia University's Earth Institute.

And one the state wouldn't approve, which cost the city a one-time federal grant worth \$354 million. Combined with

sharp budget cutbacks, that leaves the transit authority with a \$1.2 billion deficit. Without a healthy subway system, New York will be hard-pressed to grow, green or otherwise. "We have to assume that [transit] will eventually be funded," says Agarwalla. "Otherwise we'd have to plan for citywide shrinkage."

New York's transit struggles are a reminder that even the biggest city in the U.S. can't fully control its environmental destiny. That's true for climate change too; even if New York meets its laudable CO₂-reduction goals, that alone will do little to stop global warming. But the city is ensuring that it will be ready for a warmer world. The Bloomberg administration began by creating a homegrown version of the U.N. Intergovernmental Panel on Climate Change. Those scientists reported that by the end of the century, annual mean temperatures in New York City could increase 7.5°F (13.6°C), with sea levels rising as much as 55 in. (140 cm), depending on how fast polar ice melts. "Coastal floods will be very powerful and very damaging," says Cynthia Rosenzweig, a NASA researcher and co-chair of the New York climate panel.

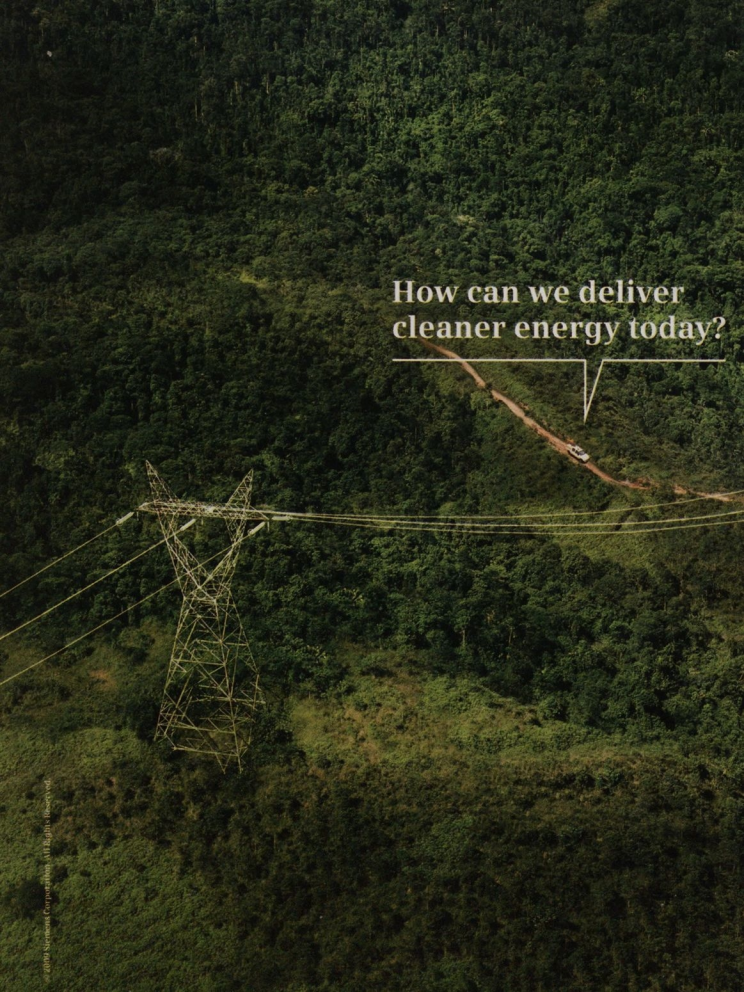
The panel's predictions will fuel the work of New York's Climate Change Adaptation Task Force—a group of city, state and federal agencies that control vulnerable infrastructure. Though the adaptation plans are in their early stages, the mayor's office is already beginning to prepare the most vulnerable neighborhoods. That puts New York well ahead of any other major metropolis—and certainly the Federal Government—in taking a dead reckoning of the risks of global warming. "They've been quite brave in putting this out there," says Marcia Bystryn, president of the New York League of Conservation Voters. "This is a model plan."

Bloomberg, the green billionaire, won't be mayor forever. (Presumably.) That means PlaNYC, which runs to 2030, will have to remain relevant long after its political patron is gone. But PlaNYC is built to last, even during a recession, because it encompasses far more than just feel-good greenery. Agarwalla, who has studied why Philadelphia declined compared with New York in the 20th century, believes sustainability will be the key to urban success in the 21st century. "We didn't develop this plan out of a desire to be green," he says. "This is crucial for its economic and environmental future."



New York Unseen

To view rare photos, go to time.com/nyc

An aerial photograph of a dense, green forest. A large, metal lattice power line tower stands on the left side of the frame. Several power lines extend from the tower across the forest. A dirt road or path winds through the trees on the right side of the image. A small white vehicle is visible on the road. The text "How can we deliver cleaner energy today?" is overlaid on the right side of the image, with a white line graphic pointing from the text towards the road.

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Jeff and Lisa were lost when it came to sightseeing...

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Arts

BOOKS TELEVISION THEATER SHORT LIST



BOOKS

The Meaning Of Murder.

Ten years on, what are the lessons of Columbine?

BY LEV GROSSMAN

THEY WEREN'T GAY. THEY WEREN'T part of the Trench Coat Mafia (although there was a real Trench Coat Mafia). They weren't nerds or outcasts or goths, and they didn't target jocks or black people or anybody in particular. They did not go bowling for Columbine. They skipped class that morning instead.

Dave Cullen is a journalist who has spent the past 10 years in Colorado trying to figure out exactly what happened at Columbine High School on April 20,



FIRST LINE

He told them he loved them. Each and every one of them.

1999, and why, and what the consequences were. He has read the killers' diaries, watched the surveillance tapes and interviewed many of the survivors. The result is his comprehensively nightmarish book *Columbine* (Twelve; 417 pages), published a few weeks shy of that grim 10th anniversary. Cullen's task is difficult not only because the events in question are almost literally unspeakable but also because even as he tells the story of a massacre that took the lives of 15 people, including the killers, he has to untell the stories that have already been told.



School's out Cullen at the Columbine memorial. He spent 10 years covering the massacre

Should this story be told at all? There's an element of sick, voyeuristic fascination to it—we don't need an exercise in disaster porn. But *Columbine* is a necessary book. Narrating an event is a way to tame it, to give it a meaning, and the Columbine massacre is an aggressively, catastrophically meaningless event, a rip in the smooth fabric of an otherwise comprehensible world. It's a vacuum that urgently demands to be filled.

The question is, Who gets to fill it? As soon as word of the atrocity began leaking out of the building—and it was on local TV 28 minutes after the first shot was fired—ownership of the story of Eric Harris and Dylan Klebold was being fiercely contested. Were they natural-born killers? Or were they victims themselves—of bullying, of bad parenting, of mental illness? Were they sent by the devil, as some local Evangelical preachers argued? The killers had a version of their story too, which they told in the journals and videos they left behind. They believed they were two living gods trapped in a world of zombies.

But the first lesson of Columbine is that "they" were not they. To understand Harris and Klebold, you have to learn to tell them apart. Harris was the extrovert: "He smoked, he drank, he dated. He got invited to parties. He got high," Cullen writes. An Army brat, shuttled from school to school, he had picked up the trick of being charming, but he also had a temper that flared when he didn't get

his way. Klebold was physically more imposing—at 6 ft. 3 in., he was 6 in. taller—but he was less sure of himself.

Klebold suffered severely from what appears to have been undiagnosed depression. Harris had an undiagnosed ailment too, but it doesn't sound as though it caused him a lot of suffering. The consensus among psychiatrists is that he was a psychopath.

Psychopaths are neurologically different from healthy people. They're arrogant and obsessed with power and control, and they're cognitively almost incapable of remorse or empathy. Harris had a website where he repeatedly, repetitively rehearsed his grievances: "All I want to do is kill and injure as many of you pricks as I can!" (Among his pet peeves: people who pronounce *espresso* "expresso.") The journal he kept was called "The Book of God."

Klebold called his journal, more poetically, "Existences: A Virtual Book." It alternates between odes to his lonely misery and pages full of winged hearts, symbols of his love for a girl Cullen calls

Under Harris' careful direction, Klebold learned to turn his inner pain inside out, into an insane desire to punish others

"Harriet," to whom Klebold apparently never spoke. Whereas Harris dreamed of homicide, Klebold dreamed about suicide: "Thinking of suicide gives me hope that I'll be in my place wherever I go after this life—that I'll finally not be at war w. myself, the world, the universe." Klebold was the follower, not the planner. Under Harris' careful direction, he learned to turn his inner pain inside out, into an insane desire to punish others. By the spring of 1999, he and Harris were both calling themselves gods. The rest of us were zombies, losers, robots, trapped in our inferior little lives by our inferior little minds. They were ready to kill.

The actual events of April 20, 1999, are exactly as appalling as you'd expect, and Cullen doesn't spare us a second of them. To assemble a definitive timeline of the attack, Cullen has had to resolve hundreds of wildly divergent eyewitness accounts. This was, as he puts it, "the first major hostage standoff of the cell phone age," so as the nightmare unfolded, students were calling local news stations, which then fed their panicked stories back into classrooms via TVs in real time, creating a feedback loop that distorted their experience of the event even as it was happening. Maybe the most surprising thing to come out of Cullen's version is how quickly it all happened. What felt like an all-day ordeal lasted only 49 minutes before the shooters ended their lives. All the murders happened in the first 16.

Americans took some lessons from Columbine, though not always the right ones. Colorado tightened restrictions on gun sales at gun shows... but national legislation died in Congress. An epidemic of profiling swept U.S. high schools, but it was based largely on the erroneous idea that the killers were bullied outcasts. Armed-standoff tactics changed too. SWAT teams are now more likely to rush into a building and take down shooters immediately rather than establishing a perimeter and waiting for more information. That strategy may have saved lives at Virginia Tech, where in 2007, Cho Seung-Hui killed 32.

What can we learn from *Columbine*, which is now the most convincing, authoritative narrative we have of the massacre? If it fills in the meaning of that senseless atrocity, what is it? Harris' story doesn't help us any. It's familiar and unilluminating: he was wired to kill. If there is a lesson here, it lies in Klebold's story, which is the more disturbing because he was, at heart, like us. He was capable of love and sympathy, and he discarded them. Some killers are natural born. Klebold was made. ■

TELEVISION

Head Games.

As HBO's therapy drama *In Treatment* returns, the talk is the action, and the acting is insanely good

BY JAMES PONIEWOZIK

BY THE TIME PAUL WESTON (GABRIEL Byrne) sits down for a session with his own therapist, Gina (Dianne Wiest), he has had a long week. He's been served with a subpoena in a lawsuit stemming from a former patient. On top of that, he's going through a divorce and has uprooted himself from suburban Maryland to Brooklyn, N.Y., where he's started a new practice. "Oh," Gina says cheerfully, "some new problems to listen to." Warily, Paul answers, "There are no new problems."

In one sense, he is absolutely right. Season 2 of HBO's *In Treatment* remains TV's most satisfyingly cerebral drama simply by talking, over and over, about age-old woes: family, regret, sex, mortality. And Paul's patients echo the four he treated last season: a woman with whom he has a personal history, a confrontational control freak, a troubled student with a secret and a bitterly fighting married couple. But like a successful patient, the show has learned and grown, becoming more reliably compelling.

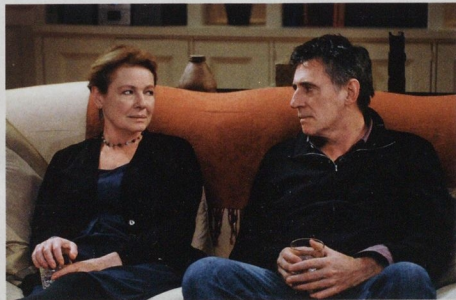
In Treatment (based closely on the Israeli *Be'Tipul*) sounds like a lot of talk and no action. Each of the five weekly installments is almost entirely dialogue between Paul and his patients or Paul and Gina. (Two sessions air Sundays at 9 p.m. E.T., three on Mondays at 9 p.m. E.T.) But

the talk is the action. There are slashes and parries and feints within feints; the patients circle to guard secrets or act out to test Paul's boundaries.

In a timely story line, a scandal-plagued CEO (*Frasier*'s John Mahoney) pays Paul in cash and offers him "bonuses" as a way to exercise control. "One thing I learned from my father: pay as you go," he says. "It's cleaner that way." (Dad turns out not to have been such a good role model.) And Hope Davis is edgily mesmerizing as a self-destructive lawyer.

Meanwhile, Paul is dealing with his own traumas. Byrne is terrific in what may be the toughest role on TV today, and not just in terms of sheer verbiage. Paul is both sounding board and active agent, constantly thinking and teasing out his patients' agendas and issues while betraying, in his slightest inflections, the personal feelings that come pouring out in his sessions with Gina.

Season 1 was gripping, but it raised the question of whether *In Treatment* could start again from scratch. That doesn't seem to be a problem. It's like a police procedural of the mind; if there are a million ways for *CSI* to solve murders, surely there are dozens of ways for Paul to follow dark tunnels in search of life's imponderables. It's a crazy world out there. It could keep Paul Weston busy for a long, long time. ■



Meeting of the minds Gina (Wiest) gives Paul (Byrne) his turn on the couch

TIME April 13, 2009

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Jet lag The choreography for the gangbangers keeps cool but looks cramped

THEATER

Faded Classic. The new Broadway revival of *West Side Story* isn't great. The bigger question is, Was the original?

BY RICHARD ZOGLIN

IT HAS BECOME A VENERATED BROADWAY tradition: beloved musical from the golden age is dusted off after years of neglect, given a spiffy new revival and hailed by critics and audiences all over again. It happened last year with *South Pacific* and *Hair*. Seems to happen every other season with *Gypsy*. This year's anointed rediscovery is *West Side Story*, the groundbreaking musical from 1957 that grafted *Romeo and Juliet* (plus elements of classical ballet and grand opera) onto a social-realist portrayal of New York City gang warfare in the 1950s.

For me, however, this was no usual revival. Through an odd quirk of my musical-theater history, *West Side Story* was the one widely acclaimed masterpiece of the genre that I had never seen onstage. Until a few weeks ago, when I saw it on DVD, I hadn't even seen the Oscar-winning 1961 movie version. No fond memories of the original to protect; no tacky high school production to try to forget. The only pertinent question for this *West Side Story* virgin: Does the show still excite, entertain, live up to its gargantuan reputation? My verdict: alas, not quite.

There are certainly problems with the new production (directed by the book's author, Arthur Laurents), which is musically shaky (the orchestra sometimes drowns out the singers) and blandly cast. As Tony, ex-leader of the white gang the

Jets, Matt Cavenaugh doesn't look as if he could survive a game of touch football, much less a street rumble. As Maria, the Puerto Rican girl he falls for, newcomer Josefina Scaglione has a lovely voice but seems to be acting by the numbers. Even the famed Jerome Robbins choreography ("reproduced" by Joey McKneely), though still vibrant and emotional, looks a little cramped and underwhelming on the stage of the Palace Theatre.

The new show's chief gimmick—two of the songs and parts of several scenes are done in Spanish, a dubious bow to "realism"—is a relatively minor distraction. Its biggest sin is really the worst one a revival can commit: it leaves you questioning whether the original was quite all it was cracked up to be. The story today seems not so much dated as painfully thin. I don't expect a stage musical about street gangs to have the grit or nuance of the better Hollywood films of the era, like *Blackboard Jungle* or *Rebel Without a Cause*. But I do want a love story with a hint of motivation, plausibility—or, here at least, sexual heat.

And that glorious Leonard Bernstein score? Not all that glorious this time around. The jazzy, modernist, Gershwinesque numbers—the "Jet Song," "America"—are still terrific. But (forgive the heresy) is there a duller love ballad in any major American musical than "Maria" ("Maria! I've just met a girl named Maria"), or its Muzak-ready twin brother, "Tonight" ("Tonight, tonight/ There's only you tonight")? Who could have guessed that the show's lyricist would grow up to be Stephen Sondheim?

And who'd think that *West Side Story*, rather than confirming its place in the Broadway pantheon a half-century later, would look as if it had seen better days? ■

Is there a duller love ballad in any major American musical than 'Maria' or its Muzak-ready twin, 'Tonight'?

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Man vs. Mosquito

"With malaria, there is no silver bullet. We need a diversity of interventions including some designed for specific local conditions." — **Tony Kiszewski**, Asst. Prof. of Public Health Entomology, Bentley University

When he's not teaching global health at Bentley, epidemiologist Tony Kiszewski spends time in Africa researching appropriate, sustainable malaria interventions. One thing he's sure of: there is no one-size-fits-all solution to this complex disease that kills at least a million people every year.

Why is it so difficult to eradicate malaria? In every place you find malaria, you find radically different conditions. The mosquitoes are different, people's living habits are different, the ecology is different. Malaria is complex at every level, beginning with the parasite itself. There is no silver bullet.

Are bed nets working? Insecticide-treated bed nets work well in many environments, but they aren't distributed widely enough. And in some places they don't work very well at all. Mosquitoes are adapting to insecticides by biting outside, or earlier in the evening, so bed nets won't always protect people. Mosquitoes are also developing resistance. Yet bed nets are still promoted as the primary intervention.

Are there alternatives? There are many low-tech interventions that can be implemented locally without a lot of outside resources. For instance, studies in West Africa have shown that simply putting a house up on stilts will cut the level of mosquito biting in half. I'm currently working with local people in specific countries to get small projects going.

For example? In western Ethiopia, we're looking at farming practices that are increasing malaria risk by creating a favorable habitat for the *Anopheles* mosquito that transmits the disease. Shifting the location of maize fields or planting border crops are low-tech approaches that could make a big difference.

You advocate "bottom up" approaches. Why? A common trap people fall into is assuming you can design one approach and distribute it universally. That won't work for malaria. In addition to the standard suite of global interventions, we should be listening to local experts and supporting local approaches that are appropriate, affordable and sustainable.

To learn more about our faculty research, innovative programs and cutting-edge technology, please visit our website.

MORE Professor Kiszewski discusses his work at Bentley.edu/research



Short List

TIME'S PICKS FOR THE WEEK



1 DVD Ricky Gervais: Out of England

You might not think of Gervais (*The Office*) as a stand-up comedian. After watching this performance, you still won't—but he's a great, raunchy, digressive storyteller. From his brilliant offensive take on charities to a gasp-indignantly ribald riff on a safe-sex pamphlet, this Briton rules.

2 BOOK Secrets to Happiness

Holly is divorced but pining. Amanda is married but cheating. Betsy is unmarried and despairing. Sarah Dunn is a wise and brilliant writer who doesn't sacrifice emotional complexity for low humor—she gives you both. There's still lit to be found in chick lit.

3 BOOK When Skateboards Will Be Free

Said Sayrafiezadeh's Pittsburgh childhood was no Rockwell painting. His parents were members of the Socialist Workers Party; his father was an (absentee) Iranian revolutionary. He writes with grace and clarity about growing up juggling deprivation and desire.

4 DVD Danton

The clash of ideologies rarely has such force or fervor as in this 1983 epic of the French Revolution, which pits Danton (Gérard Depardieu) against Robespierre (Wojciech Pszoniak). Director Andrzej Wajda stages the war of words at hurtling speed and with visual splash.

5 DVD Jerome Robbins

Straddling the worlds of ballet (*Fancy Free*, *I'm Old Fashioned*) and Broadway (*West Side Story*, *Fiddler on the Roof*), Robbins invested both with the lithe power of his lines and an elegant bravado. Judy Kinberg's sturdy documentary pins down the man and his magic.

Arts Online
For more reviews and openings this weekend, go to time.com/entertainment



Lars Ulrich's Short List

Drummer Lars Ulrich and his Metallica bandmates, still making music after a quarter-century, will be inducted on April 4 into the Rock and Roll Hall of Fame. Here are a few things Ulrich is into, from the edgy to the serene.

The Rachel Maddow Show

Maddow has a dry, ironic, almost detached delivery that, coupled with her high-wire balancing act as a Washington in-/outsider and a set of refreshingly anti-p.c. attitudes, has never made her seem more relevant than at this moment.

Man on Wire

Speaking of high-wire balancing, take away the re-enactment of the events, take away the crime-caper elements, and 35 years later, you are still left with the true story of a human being who walked for 45 minutes on a rope of steel suspended between the Twin Towers. The pinnacle of human self-control.

U2's No Line on the Horizon

On the defining songs "Moment of Surrender" and "Cedars of Lebanon," U2 manages to embrace what's comfortable but at the same time welcomes energies and nuances I have never heard from the band. And still, it all feels so effortless.

The Edge of Heaven

Turkish-German filmmaker Fatih Akin's movie about random people in random situations in random countries who become intertwined, involved and intimate. It is the most humanly honest film I've seen in a long while.

Rothko Chapel and The Menil Collection

In an unassuming Houston neighborhood lie two of the most tranquil yet invigorating spaces on any art lover's journey. In the dignified stillness of the Rothko Chapel, one is enveloped in the black mysteries of Mark Rothko's paintings; just down the street, Cy Twombly's paintings immediately take you through thousands of years of civilization, captured on the canvas with exuberance, color and grace.





Nancy

Gibbs

The Price Is Right. In America's foreclosure capital, opportunity—and the lure of the infinity pool—trumps fear

THIS IS HOW EMPIRES RISE AND FALL, PULLING OUR fortunes along with them. Start with virgin territory: back in 1957, the Rosen brothers of Baltimore flew over Cape Coral, Fla., in a plane, liked what they saw, paid \$678,000 for the farmland and started dredging 400 miles (640 km) of canals, which is more than Venice can claim. It was a peaceful place for old people—Cape Coma, folks called it, until about five years ago, when the gold rush began. College kids were waiting tables to buy condos and flip them; speculators got into bidding wars on unbuilt houses; the price would triple just in the time it took to build. Numbers made no sense; people got drunk and reckless. And then they got crushed. Cape Coral—Fort Myers, once the third fastest growing metro area in the country, last year became the foreclosure capital of America.

Marci Joseph grew up here, the Realtor son of a Realtor dad. He watched the market go mad and had his revelation: now is the moment to get back in—and stake your claim. At 41, he did not expect to be driving around Cape Coral in an old church bus that he bought off Craigslist, painted dollar green and emblazoned with the motto FORECLOSURETOURSRUS.COM.

But most people had no idea how to buy a house from a bank, and many were too scared to try, so he decided to lead tours of the new economic frontier. He is a revivalist for this apocalyptic age, living an American story as old as the pilgrims and the 49ers and every pioneer who ever saw opportunity where everyone else saw only ruin.

This morning he has prospective snowbirds from Spain, Ontario ("We just can't ignore these prices"), Boston and Mingo Junction, Ohio, where another steel mill is about to close. "Opportunity is banging at your door," Joseph tells them, and he'd sound like any cheesy salesman if he weren't so attached to this place and so angry at what was done to it; it's as if his house had been burned down by reckless kids playing with matches and he's building it back up again board by board. It's gotten so bad that the courts have had to hire extra judges to handle the 1,000 foreclosures a day—that works out to roughly one every 30 seconds.

But those expecting to see buzzards circling overhead will be surprised. As quickly as one myth dies,


another rises in its place, and Joseph is an oracle. It's when you buy that determines what money you make, he tells the fortune hunters on his bus. "A scary time? I'd say it's an opportunity. But it wouldn't be an opportunity if it weren't a scary time," he says. The speculators are back—but they've changed; he has investors up North who are buying houses sight unseen, for cash. (The conditions? No mold, no Chinese drywall.) And then there are the newly pissed off and liberated: the guy in his 40s who's tired of watching his IRA shrivel, who calls and says, "I'm coming down," who wants six houses at \$50,000 each, nice flat homes that he can rent to people who are sick of shoveling snow or climbing stairs. That's less than the land used to sell for; it's as if you get the house for free.

As Joseph talks, you can practically feel the energy rising. This is still Florida; the sun is still shining; how clear is your vision? Gina, a special-ed teacher, and her husband Kurt, a contractor, have already missed out on two houses because they didn't bid fast enough. "Now it's every man for himself," Kurt says. "You have to play fair, put in a decent price." And then, just maybe, there will be rewards for the patient and prudent. "Someone else's loss," he says, "is another's blessing."

Having started the day with a tidy \$65,000 three-bedroom ranch (down from \$260,000), we end up at a *Miami Vice* house—fireplace in the master bedroom, sailboat access, with a pool on the upstairs deck that overflows in a waterfall into the pool downstairs, and a man cave hidden behind a swinging bookcase. Gina spots signs of water damage; they'll just have to keep looking for their promised land. "The Great Depression only happens once every 100 years or so," she says, "and I don't expect to be around for the next one."

You can look at this many ways. The TV crews from as far away as Germany and Japan come to cruise with the vultures. The greedy got punished, the new prospectors say. But maybe this is just how the life cycle has to work to restore balance to the world. Painted on the side of the green bus is a house being sprinkled with a watering can ("Watch your investment grow!") and a tree with dollar bills hanging on it. Anything can grow here in all this hope and sunshine, if you bury your fear deep enough. ■





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